

Sales Management

THE MAGAZINE OF MARKETING



GOOD OLD-FASHIONED SELLING

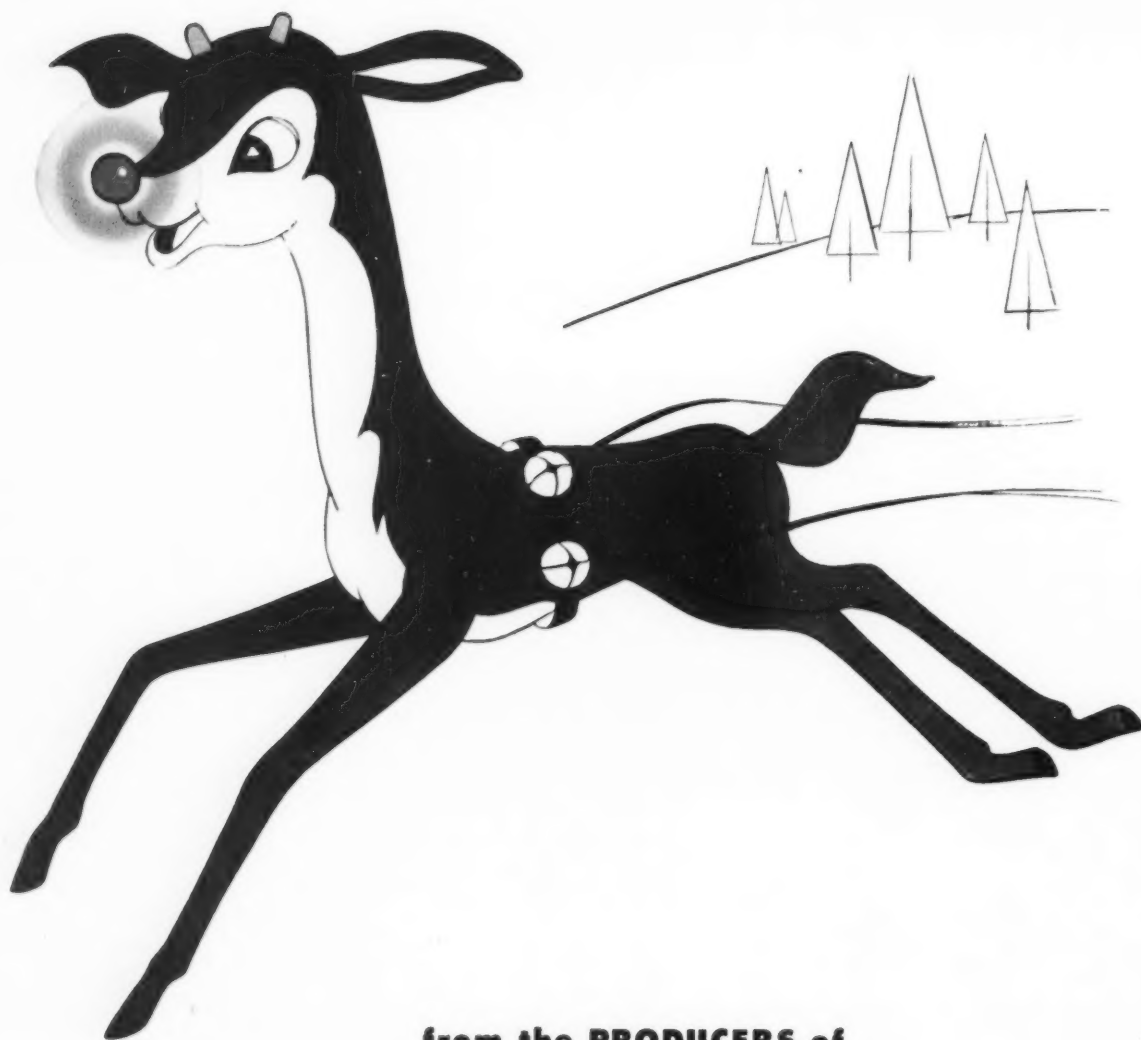
WHAT IS IT?

PAGE 24

FIFTY CENTS



DEC • 15 • 1953



from the **PRODUCERS** of
the **MOTION PICTURE**
"Rudolph the Red-Nosed Reindeer"

Season's Greetings

The **JAM HANDY**
Organization

Offices

Pittsburgh 22 • Hollywood 28 • Detroit 11 • Chicago 1 • Dayton 2 • New York 19
930-932 Penn Ave. • 5746 Sunset Blvd. • 2821 E. Grand Blvd. • 230 N. Michigan Ave. • 310 Talbott Bldg. • 1775 Broadway

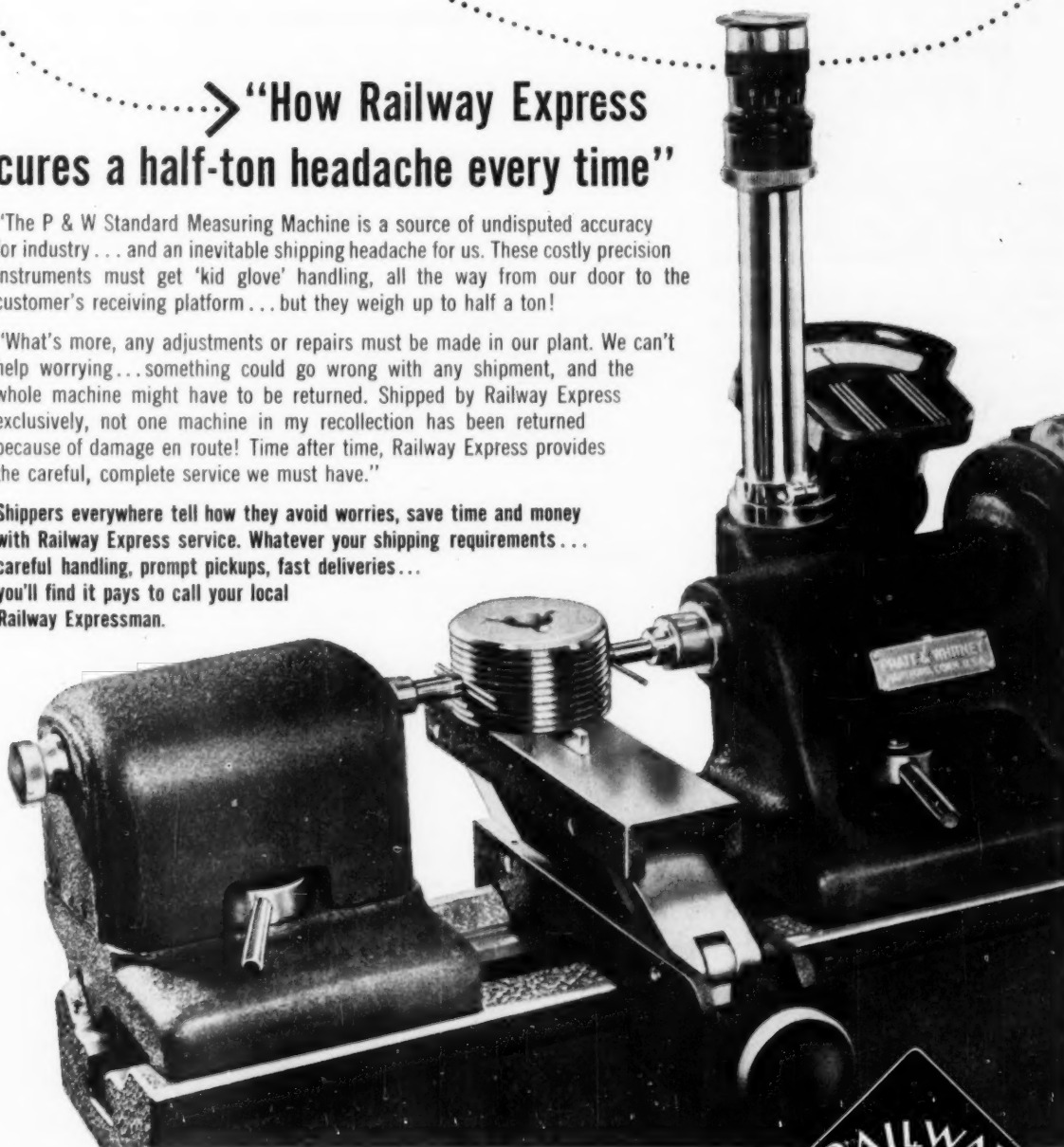
Mr. Louis Oliver, Traffic Manager
PRATT & WHITNEY DIV. NILES-BEMENT-POND CO.
WEST HARTFORD, CONNECTICUT, *Tells:*

➤ "How Railway Express cures a half-ton headache every time"

"The P & W Standard Measuring Machine is a source of undisputed accuracy for industry . . . and an inevitable shipping headache for us. These costly precision instruments must get 'kid glove' handling, all the way from our door to the customer's receiving platform . . . but they weigh up to half a ton!

"What's more, any adjustments or repairs must be made in our plant. We can't help worrying . . . something could go wrong with any shipment, and the whole machine might have to be returned. Shipped by Railway Express exclusively, not one machine in my recollection has been returned because of damage en route! Time after time, Railway Express provides the careful, complete service we must have."

Shippers everywhere tell how they avoid worries, save time and money with Railway Express service. Whatever your shipping requirements . . . careful handling, prompt pickups, fast deliveries . . . you'll find it pays to call your local Railway Expressman.



use the complete shipping service . . .



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part, or C.O.D. • Ship by Air Express for extra speed.

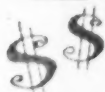
N.E.D.



opens the
doors so
your

salesmen can

\$
concentrate on selling!



When trained salesmen spend time prospecting and "cooling their heels" in reception rooms, it's a terrific waste of expensive manpower.

Advertising in NEW EQUIPMENT DIGEST can stop a lot of that waste ... open the doors for your salesmen ... bring them more quickly to the point where they can close sales. That's because of N.E.D.'s proven ability to produce sales leads from men who are in a position to buy. Every inquiry is an invitation for your salesman to call...and it comes from a man who is already interested in your product.

Every month, more and more alert advertisers are using N.E.D. to help make their sales efforts more productive. Yet the volume of sales leads produced by N.E.D. continues to grow even faster than the volume of advertising!

Today, N.E.D. delivers more concrete sales results per dollar of advertising than ever before in its history.

- 68,498 COPIES (Total Distribution)
- 200,000 READERS
- in 41,561 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio



**NEW
EQUIPMENT
DIGEST**

Sales Management

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Keen Sales Sense Gives New Vitality

To a Homely Utility Product

Case in point: table pads. The imaginative and resourceful Mrs. Martin improved her wares, spotted new markets for them, stirred in some styling, developed a demonstration, and trained retail salespeople in the "how" of selling.

- By Ben Morden, President, and Viola Littell, Sales Manager, J. Marie Martin Co. . . . 40

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- Industry groups, product manufacturers, and a utility team up to induce more housewives to serve the American bird accompanied by compatible fruits and stuffings, baked or barbecued, hot or cold, or in a variety of salad combinations. . . . 74

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How "Hard Goods" Sales Methods

Sell Directory Advertising Space

Unlike other space salesmen, the men who represent General Telephone Directory Co. have no editorial content to capitalize. But intensive pre-call preparation enables them to talk to each prospect in terms of his own peculiar problems.

- By Warren A. Rolph, General Sales Manager, General Telephone Directory Co. . . . 56

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DECEMBER 15, 1953

Are you interested in inquiries that result in sales?

• The 1953 Edition of Thomas Register carried product descriptive advertising for 10,384 Advertisers. This vast advertising patronage far exceeds the number of advertisers using all other industrial media combined.

One of the reasons for this fabulous trend to T. R. is the direct return thru Top Quality inquiries that result in Sales.

A Thomas Register representative can give you many other good reasons for your representation in T. R. Call him, now.

The Only Paid Circulation

in the field —
ABC 96% Paid



THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, N. Y.



The important thing about Fosdick is that he is fearless

Now and then we get a bitter pill from John T. Fosdick Associates, independent survey organization.



Here's a capsule: Fosdick asked one of our coal-mine-executive-readers what he thought of a MECHANIZATION editorial feature. The reply: "Meant to go back and read this, but forgot all about it."

Another: "Why didn't you read *this* issue of MECHANIZATION?" Said one: "It's a special issue on coal stripping. We have no strip mines." (Now we have no "all-special" issues.)



Oh, we've heard worse from Fosdick, because he gives us our medicine neat. But oft times Fosdick sends us sweet something, to which the discords lend perspective.

For example, Fosdick asked 5,000 coal operating men about their coal magazine habits. 1,014 replied.

"Which of the following magazines do you receive?" 82% said MECHANIZATION. 71% said MAGAZINE "X." "Which of these magazines do you read regularly?" 86% said MECHANIZATION. 74% said MAGAZINE "X".

"Which of these magazines is most useful or interesting to you personally in connection with your job?" 57% said equally useful. 23% said MECHANIZATION. 17% said MAGAZINE "X".

Fosdick went on to report that more primary buying influences receive MECHANIZATION; more primary buying influences read MECHANIZATION regularly; more primary buying influences report MECHANIZATION more useful or interesting personally in connection with their jobs.

Fosdick *must* be fearless! When it comes to coverage of buying influences in the coal production industry, so are we. Else, how would we have some 3,000 on an *exclusive* basis. How are you faring in the billion dollar coal market? Come with MECHANIZATION to the mines where 87% of U.S. coal is mined, and where 95% of that billion dollars is spent. Call us. Don't be afraid.



Mechanization

THE MAGAZINE OF MODERN COAL

Mechanization, Inc., Publishers • Munsey Bldg. • Washington 4, D.C.

NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LOS ANGELES



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. LExington 2-1760

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Carmichael.

SANTA BARBARA, CALIF. (15 East da la
Guerra, P. O. Box 419; Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

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SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

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GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May and Novem-
ber when it is published on the first, tenth and
twentieth. Affiliated with Bill Brothers Publishing
Corp. Entered as second class matter May 27,
1942 at the Post Office, East Stroudsburg, Pa.,
under the act of March 3, 1879. Publication (print-
ing) offices, 34 North Crystal St., East Strouds-
burg, Pa. Address mail to New York office.
Copyright December 15, 1953 by Sales Manage-
ment, Inc.

Member



December 15, 1953 Volume 71 No. 13

Grocery Manufacturers of America, Inc.

Award Milwaukee Journal First Place for Finest Food Pages



Engraved Bronze Plaque
to The Milwaukee
Journal as the newspaper
responsible for the
winning entries.

GMA Silver Bowl to
Miss Clarice Rowlands,
food staff writer of
The Milwaukee Journal

Certificate of Honor to
Miss Esther Hotton of
The Milwaukee Journal
radio station WTMJ for
excellence of food
reporting in the radio
class.

"For the best job done in the country this year in reporting the complete story of food," The Milwaukee Journal was awarded first place in the newspaper class of the national "Life Line of America" competition—sponsored by the Grocery Manufacturers of America, Inc.

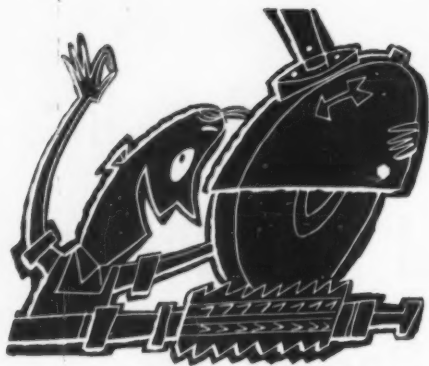
These trophies are awarded in alternate years to women of the press and radio who, in the opinion of a distinguished

panel of judges outside the sponsoring organization, have contributed most to public understanding of the line of food processes from the farm to the family table.

Other food industry awards to The Milwaukee Journal include the Vesta Award of the American Meat Institute for the best food pages in 1950 and 1951 — and the Distinguished Service Award of the American Dairy Association in 1950, 1951 and 1952.

THE MILWAUKEE JOURNAL

America's Leading Newspaper in Total Advertising and in National Grocery Advertising in 1952



CAN YOU CUT HOBGING COSTS in bull gears? Is it feed or speed that ups temperature when a chip tool whittles steel? How did a one-microwave-at-a-time pilot plant zoom to mass production? Specialized questions, these—for mechanical engineers. Vital questions that need an answer. The designers' specialized business paper is edited to solve 'em. The more answers... the richer the editorial pay dirt... the more engineers dig for new ideas, new processes, new products in the ad pages, too!



VETS CAME TO COLLEGE in chino pants; now the dunkable suntans are selling like hotcakes from Princeton to Purdue. Men's wear retailers see the college story in campus photos... get news from wool centers that wools will do well... pick up a tip for tropical suit promotions as tonic for spring... read the business shirt tale from makers bustling to catch up with orders. This is the course that merchants cram, the news their specialized business hangs on... all in their specialized business paper.

Whether you sell
pants or peanuts,
bull gears
or bug bombs... **all**



SQUEEZE BOTTLES AND BUG BOMBS, clever squirts, are selling millions of dollars worth of merchandise! New packaging moves a mass of things from stockings to sterling... sells canned roller bearings... revolutionizes marketing in broccoli and bras. There's much to know about: designing, engineering, production, merchandising. And none of it stands still. You can bet your bonnet packaging people reach for their specialized business paper, to keep ahead in the hot race for the customer's dollar! It does a specialized selling job, too.

In planning your business paper advertising, you'll find practical help in ABP's many aids. Here are some of them. Send for the ones you want.

THE MAN IN THE MIDDLE—
a series of eight folders on how to advertise to dealers.

1953 AWARDS FOR BUSINESS PAPER ADVERTISING—
Two booklets: one on award-winning advertising in Merchandising Papers, the other on award winners in Industrial, Professional and Institutional Publications. Both are handbooks of effective business paper advertising.

YOU CAN ENTER ABP's 1954 CONTESTS NOW—

*Contest No. 1—*for advertising in Merchandising Papers

*Contest No. 2—*for advertising in Industrial, Professional and Institutional Publications

Closing date for entries: January 31, 1954.

Write ABP for complete information.

business is specialized

(and nothing specializes on your business
like the business press)



PEANUT SHRINKAGE allowance is now granted in government goober loans. A beef drive is on, to prevent a glut as cattle are hustled to market by the drought. Brazil asks Americans to start food factories to raise her living standard (and earn up to 30% profit). An orange concentrate with a 5 to 1 ratio threatens competition in the frozen juice market. Such industrywide news coverage, in their business papers, keeps food people from perishing. It's specialized news . . . basic fare for a tensely competitive business. Which makes it nourishing for advertisers, too.

Like one gear that drives another, the editorial pages of a business paper put *push* into the ad pages. They tackle the specialized needs of specialized markets . . . solve problems too fast-changing for the textbooks . . . spark ideas that make business boom. Practically every man and woman of any job stature reads at least one business paper (they must, to stay on top). And practically every level of every business has its own specialized paper. Nowhere else does *editing* do so much to make *advertising* work; it draws a concentrated audience (*all prospects*) . . . develops searching what's-in-it-for-me reading . . . and meshes with the advertising to build business in specific markets and move particular types of merchandise.

Practically everyone agrees that advertising impact grows out of editorial value, in a business paper. But how can you weigh editorial value? You can, of course, do some research in depth to get the answers. Or you can look close at the way the readers rate a publication. If it has a well-maintained paid circulation, you know it gives subscribers what they want and need . . . it's worth their dough. And if it's value for the readers' money, it's value for yours, too.

All ABP papers are bought-and-paid-for . . . members of ABC. Now, 2.3 million subscribers pay over \$9,200,000 a year to read them . . . and the figures are growing steadily. This puts them on their mettle to make good with readers. They work together, in ABP, to find ways of bettering their editing . . . to make readers read more . . . and advertising work harder.

THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1906

205 East 42nd Street, New York 17, N. Y. MUrray Hill 6-4980



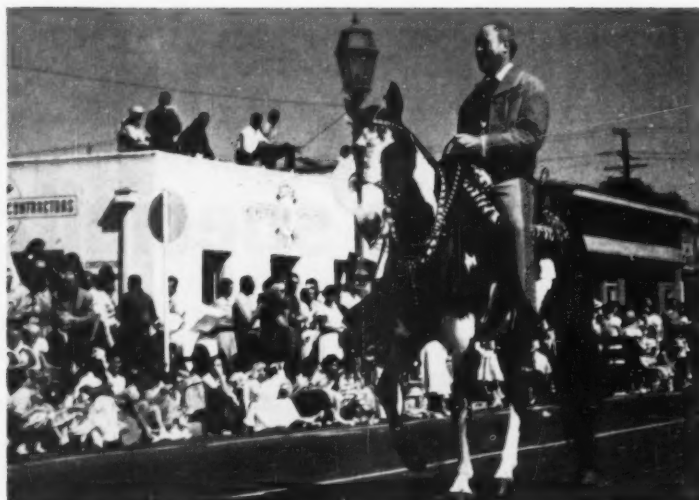
The Buffalo
Courier-Express
carries more
Women's Store
(and Men's Store)
Advertising
than any other
Paper in
Western New York

WOMEN'S STORE LINEAGE 1952
Daily 1,324,375 lines
Sunday 665,562 lines

ROP Full Color available
both Daily & Sunday



Western New York's
Only Morning and Sunday Newspaper
REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT



HAYES ON BOURBON . . . That's not a liquid diet. That's Sam Hayes riding a horse with the spiritual name in the Old Spanish Days Fiesta.

The Human Side

The Great Big Build-up

Many a good opportunity for promotion that would cost little more than an expenditure of thought and imagination is ignored or neglected by manufacturers. This is the story of one that, far from being overlooked, was utilized from every angle, "including aspects that many advertising men fail to see." The quote is from Al Al-binger, manager of radio station KTMS in Santa Barbara, Cal. Al was a greatly impressed observer of the promotion to be analyzed. . . . It was really a sort of drama.

Chief actors were the Sperry Division of General Mills, Inc., and their advertising agency, Dancer-Fitzgerald-Sample, Inc., San Francisco, and news broadcaster Sam Hayes whom Sperry has sponsored for a decade and a half. Supporting parts were played by the makers of Vermont Maid (syrup), Swift & Co. (sausages), M.J.B. (coffee), Minute Maid (orange juice), and Petan Dairy. A Studebaker car and a horse named Bourbon also were in the act. So were the grocers and leading super markets of Santa Barbara, where the scene was set, and the Kiwanis Club of the area. The time was August 14 through 22, period of the annual Santa Barbara Old Spanish Days Fiesta.

Now, it happened that Sperry, who put out a line of flour and cereal products, was starting on the 15th year of its sponsorship of Sam Hayes on 40 or so radio stations of the American Broadcasting Co. network. They had been planning a special program and promotion in celebration of the event—the time coincided with the

SALES MANAGEMENT



they Buy More because they Have More!

● Take Department Stores for example—where Old Santa shops for so many of those Christmas presents—sales per family in Indianapolis were 77% above the national average in December, 1951, and 89% above the national average in December 1952.*

That's not surprising when you realize that average income per household in Indianapolis is \$6,943** annually, first among cities of over 400,000. That's not all—look at

these other important Indianapolis market advantages:

- ▶ It's BIG . . . over 550,000 population
- ▶ It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture
- ▶ It's EASILY REACHED . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Federal Reserve Bank—Indexes of Departmental Sales for Department Stores, 1951-1952
 **Consumer Income Supplement, 1953, Standard Rate & Data Service

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



make your promotion go to town!



If you want to attract added attention, stimulate new action, speed up your promotion, use Switzer DAY-GLO® Daylight Fluorescent Colors — the Brightest Colors in the World.

Because they're up to four times as bright and visible four times as far as the brightest of ordinary colors—more people see, read and remember your advertisements. May we show you how they've gone to town for other advertisers?



A new Switzer Color Guide will help you make your own DAY-GLO color choices and comparisons. Send for your copy—today!

SWITZER BROS., INC.

FIRST NAME IN FLUORESCENT COLORS
4732 St. Clair Ave. • Cleveland 3, Ohio
IN CANADA: STANDARD SALES COMPANY,
4097 Madison Avenue, Montreal 28, Quebec

Santa Barbara Fiesta. Albinger suggested that Sam Hayes be brought to KTMS and the promotion tied in with the colorful doings. The suggestion rang a bell. Ivan Boisen, the local Sperry representative, and Don McGee, the agency account executive in San Francisco, got to work on it. The combined talents of the company's sales, advertising and agency men responsible for putting the promotion into effect resulted in the program to be described . . . and in gratifyingly increased sales.

On Friday, August 14, Hayes gave a special broadcast during his regular noon period, and at 7:30 that evening ABC presented a half-hour review, dedicated to the newscaster, spotlighting the major world news events he had broadcast during his 15 years of Sperry sponsorship, and featuring also important events in Hayes' own career. This half-hour show was carried live on 29 of the 43 stations of the ABC network. The Monday following, Hayes guested on several General Mills television shows emanating from Hollywood. On Monday, Tuesday and Wednesday, from Los Angeles, he was guest on a series of newscasts.

Hayes first appearance was on Thursday of the Fiesta week. He was clad in a fine Spanish costume. The Mayor of Santa Barbara was host. At 12:30 his (remote) broadcast came on the air, this and succeeding ones during the event being spiced with colorful reports of the gay Santa Barbara celebration. Hayes also broadcasts for Studebaker so, naturally, the company provided a new Studebaker (brightly adorned with Sperry posters) for Sam to ride in. But on Thursday, in the grand parade which is the big event of the festival, he rode his horse, "Bourbon." (Of course, the columnists and commentators couldn't resist remarking this was the first time they had seen a man on Bourbon all day remain sober.) An estimated 100,000 saw it.

Tie-ups Go Rolling on

On Friday the direct sales tie-ups began. Two weeks previously arrangements had been made with leading retail food merchants (chain and super market) for Hayes to meet the public on their premises. At that time radio station KTMS cut recordings of the voices of the store managers in question inviting their customers and anyone interested to come in and meet Sam Hayes at a specified hour. A schedule was laid out for the commentator to appear in leading food stores throughout the city during Friday.

Merchants who actively tied in featured the Sperry-Sam Hayes event in their week-end food specials advertising. Stores in the Safeway, A&P and Fairway groups and leading supers took from three-quarter to full pages of space, devoting large sections to the Sperry products and event. Advertising was paid for by the retailers.

On Saturday morning a mammoth breakfast party was staged in a retail store, Jordano's Supermarket, sponsored by the local Kiwanis Club. Jordano's hosts such breakfasts for its customers every few months to promote manufacturers' products which it features. Besides Sperry, five other manufacturers co-operated to provide the menu for this Fiesta breakfast. On the menu were hot cakes made with Sperry pancake mix, served with Vermont Maid syrup, Swift sausages, Minute Maid orange juice, and M.J.B. coffee with Petan Dairy cream. The breakfast cost 50c for adults, 25c for children, with profits going to a Young Building Fund started by the club.

Still another tie-up came about when the local Sears, Roebuck & Co. store put on a baking contest as the feature of an electric oven promotion and tied in with Betty Crocker cake mixes, displaying the ovens in their window with General Mills products.

Follow-up during the weeks after the promotion has revealed that not alone the retailers but everyone who played a part in the event was left with a happy impression of the whole thing. Possibly because of the light-hearted spirit in which it was carried through the promotion provided a boost which was not followed by a let-down.



DAYTIME DOLLARS BUY MORE



In NBC daytime television your advertising dollar becomes more elastic and more efficient. Compared to the average of all nighttime television shows, the average NBC daytime TV program reaches more homes per dollar . . . gives you up to three times more commercial

time for your money . . . and gives you up to three times the commercial frequency. These are only a few of the reasons why *daytime dollars buy more* when they are wisely placed in NBC daytime television.

NBC TELEVISION

a service of Radio Corporation of America

THE **MUST** MARKET

in the great Southwest



SAN ANTONIO . . .

more than

1/2 MILLION PEOPLE

RETAIL SALES . . .

more than

1/2 BILLION DOLLARS



SOUTH TEXAS . . .

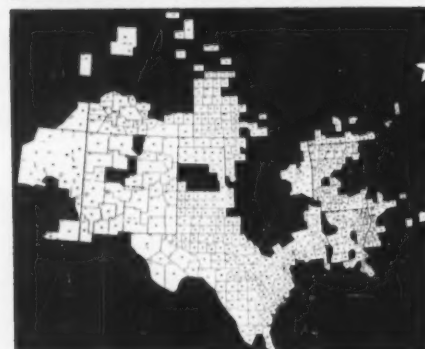
nearly

1 1/2 MILLION PEOPLE

RETAIL SALES . . .

more than

1 1/2 BILLION DOLLARS



WOAI COVERAGE . . .

more than

2 1/2 MILLION PEOPLE

RETAIL SALES . . .

nearly

2 1/2 BILLION DOLLARS

THE **MUST** STATION

in the great Southwest

THE MOST POWERFUL ADVERTISING INFLUENCE
IN THE SOUTHWEST

NBC
AFFILIATE
TQN

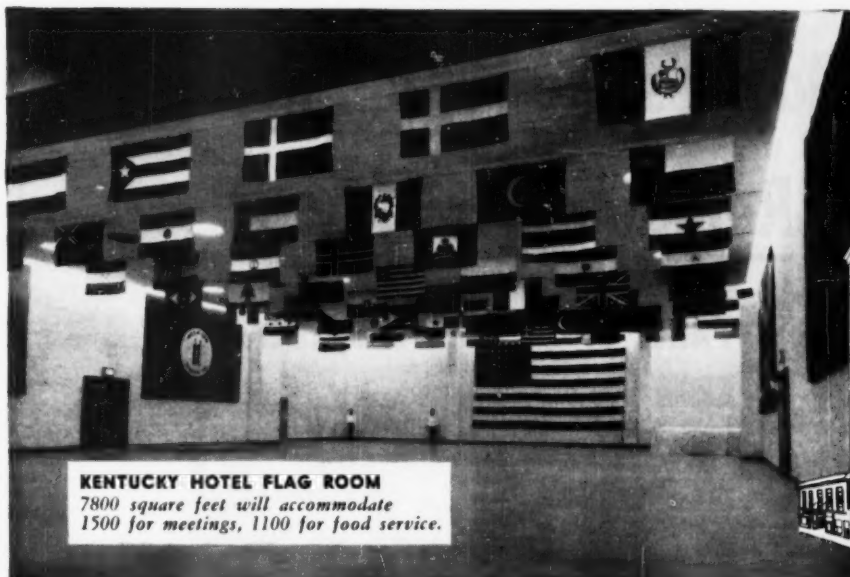
Represented Nationally by
EDWARD PETRY & COMPANY, INC.
New York — Chicago — Los Angeles — St. Louis
Dallas — San Francisco — Detroit



SALES MANAGEMENT

SINGLE meeting rooms
to seat as many as

1500 PEOPLE— or as few as **15!**



KENTUCKY HOTEL FLAG ROOM
7800 square feet will accommodate
1500 for meetings, 1100 for food service.



Louisville's **KENTUCKY HOTEL**

now offers facilities comparable to any in the nation

As this is being written, 2418 people are being served in various banquets and dinners in the Kentucky Hotel—1093 of them in our great "Flag Room", alone! (Several little regional meetings are also being held, seating as few as 10 people!)

Which is just to indicate what great things have happened in this hotel. Two tremendous additions have been built. Air-conditioning in every meeting room, large or small, as well as in the lobby and all public restaurants, and about one-third of our bedrooms. *In other words, the Kentucky has been*

made one of the nation's greatest convention hotels—ready, willing and eager to serve any sort of meeting, for almost any number of people.

Remember, too, that the Kentucky is the sister organization to Louisville's famous Brown Hotel —operated by the same management as the Kentucky.

Get all the facts before you plan your next state, regional, national or international convention. The book of blueprints shown below will open your eyes. Use the coupon, while you remember!

**THESE BLUEPRINTS AND
PICTURES ARE "WORTH
A THOUSAND WORDS!"**



The Kentucky Hotel
Louisville, Kentucky
Without obligation, please send me a copy of the Factbook as advertised in Sales Management for December 15.

Name

Organization

Address

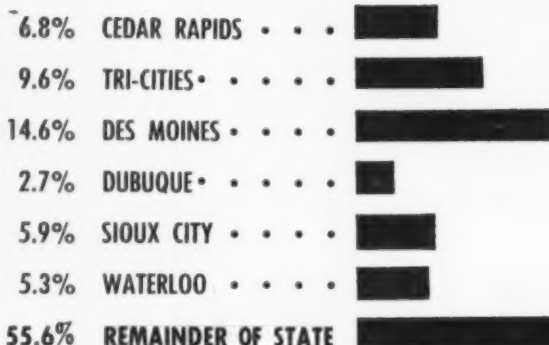
City State

Buy **WHO**

and Get Iowa's Metropolitan Areas..

Plus the Remainder of Iowa!

TAKE APPAREL SALES, FOR INSTANCE!

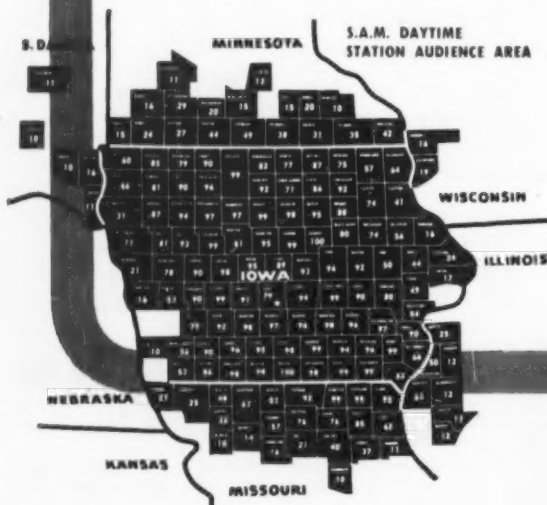


Figures add to more than 100% because Rock Island County, Illinois is included in Tri-Cities.

THE "REMAINDER OF IOWA" ACCOUNTS FOR THESE SALES: (Which You MISS Unless You Cover the Entire State)

- 65.4% Food Stores
- 61.6% Eating and Drinking Places
- 44.8% General Merchandise Stores
- 55.6% Apparel Stores
- 60.7% Home Furnishings Stores
- 65.1% Automotive Dealers
- 73.2% Filling Stations
- 79.6% Building Material Groups
- 60.4% Drugstores

Source: 1952-'53 Consumer Markets



FREE & PETERS, INC., National Representatives

BUY ALL of IOWA—
Plus "Iowa Plus"—with

W H I

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

COMMENT

Your Take-Home Pay Falls Behind

Compensation paid to top executives in 1952 was less than one percent more than in 1951, according to a study just released by the American Management Association. In contrast, gross average weekly earnings of production workers in manufacturing industries for 1952 were 7.4% above those in 1951.

Is top executive income leveling off on a plateau?

The average increase in top executive compensation in 1951 over 1950 was 5.4%, and in 1950 over 1949 it was 10.3%.

The AMA report is based on an analysis of payments to almost 15,000 executives in 1,868 companies. These companies are classified into 50 major industries and 10 size groups with annual sales ranging from less than \$2 million to more than \$1 billion.

While we do not know how many executives in charge of the sales function are included in the AMA report, it is safe to estimate that at least one out of three is a sales chief. In companies below the billion dollar class, the sales executive, more often than not, is the second or third highest paid official. He usually is topped only by the president.

While executives reporting to AMA raised their income less than one percent, they increased their salaries, as distinct from top executives, by four percent. This compares, however, with seven percent in 1951.

Executives lost ground on their bonuses. Reflecting profit declines in their companies, corporate bonuses reported in the 1952 AMA study were down 11.7% from 1951.

Ground was lost, too, for the first time, in the amount corporations laid aside for their executives' retirement funds. Contributions in 1952 were less by three percent than the year before, when they were up 15% over 1950.

For a further analysis of the sales executive's position you'll want to watch for and read Mike Hughes' special analysis in an early issue of SALES MANAGEMENT.

"The sales executive's job grows bigger," points out Mike Hughes, "but he isn't paid in proportion. In seven years his responsibilities have widened and so has his recognition by management. Today he is probably a vice-president and member of the board. But while doubling sales, his pay has risen only 20%."

Your Package—Too Big or Too Little?

Swans Down Division of General Foods has just announced that henceforth packaged cake mixes will be packed 20 ounces to the box instead of 16. About the same time Dromedary decreased its cake mix package from 16 to 14 ounces. Is somebody wrong?

Answer: Both are probably right. Swans Down found that housewives want a *high* cake—a luxurious-looking cake. So, for the cook who is accustomed to baking for a larger-than-average family group, Swans Down's increase in package size will offer additional satisfaction.

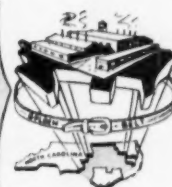


EXECUTIVE roll-around WHITEBOARD EASEL

This deluxe and ultra modern Whiteboard has 2 sides, both for use with the large paper writing pads, or charts of every type. All aluminum and mounted on ball bearing casters. This great Executive Easel will grace the finest conference room. Write, wire or phone for literature to:

ORAVISUAL CO. Inc. 68 Jackson St. Stamford, Conn.

**BIG THINGS
GOING ON
HERE**



Eastern North Carolina, famous as Tobacco land, USA, is taking on a new industrial look. Westinghouse has come to Raleigh with a new \$10 Million plant, DuPont is operating a new Dacron plant in the area. There are new textile plants, farm machinery factories, distributors and wholesalers in all parts of this rapidly expanding area. All this new industrial and commercial development coupled with the Golden Belt's farm prosperity results in a more balanced economy for the region.

The News and Observer is the **ONLY** Morning-and-Sunday newspaper in the area . . . the only paper with a market large enough to do justice to hard-hitting "A" Schedules.

117,496 Morning

126,087 Sunday

(Publisher's Statement to ABC 9/30/53)

The Raleigh
News and Observer
MORNING & SUNDAY
Raleigh, North Carolina

Rep: The Branham Company



DMB . . . DETROIT MEANS BUSINESS.

The first 9 months of this year were the biggest ever for Detroit stores, for Detroit industry, and for Detroit News' advertisers.

Detroit today is all action and no talk. Stores are busy. Workers are busy. Automotive plants are winding up a record-setting year. And a new "Big 3" battle for auto production and sales leadership in 1954 is already taking shape. Here are the records:

TOTAL EMPLOYMENT

in Detroit business and industry as of October 15th was 1,440,000. This is the highest figure in Detroit history, for this time of year. And GM's Hydra-Matic plants are now back in production.

FACTORY WAGES continue to lead all major markets of the nation. Workers' weekly rates average \$88.48. Family income is the highest of the country's larger cities.

RETAIL SALES

for the 9-month period, January through September, were 20% ahead of the same period last year. Increases were shared by practically every type of business.

BUILDING CONSTRUCTION

for the first 9 months — residential, industrial, civic, housing projects—were up 41% over the same period last year. Plant expansion by Ford and McLouth Steel continues.

BANK SAVINGS

are now the highest in Detroit history. Deposits are well over the one-billion dollar mark . . . 100 million MORE than last year at this date.

BANK DEBITS

for the 9-month period were considerably higher than a year ago, \$47,885,000 compared to last year's \$38,326,000. That's "money in action"—changing hands for buying, building, selling.

ADVERTISING LINAGE

is the highest in Detroit News' history. Linage gains of The News for the first 9 months of this year were 3,788,575 over the same period last year . . . 1½ million lines MORE than those of any other Detroit newspaper!

DMB . . . DETROIT MEANS BUSINESS

And, in Detroit, Business spends more money with The Detroit News than with both other Detroit newspapers combined.

443,791 Weekdays 544,622 Sundays ABC September 30, 1953

The Detroit News

THE HOME NEWSPAPER

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

The Leonard Co., 311 Lincoln Road, Miami Beach, Florida

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

Dromedary, on the converse side, has been looking at the statistics on the average size of present-day families and, presumably, has observed that many food manufacturers are offering smaller packages to meet the special needs of the smaller family group. In a "3.6" family, a single-layer cake can be consumed while it is still fresh and palatable.

One of SALES MANAGEMENT's editors recently had occasion to chide an executive of one of the larger companies that make cake mixes on this matter of package size as related to average family needs. "Why don't you tell people on your package," we asked, "what measurements to use in case the housewife wants to use one-half your present box, and make a one-layer cake? The only thing she can do is to dump out the entire contents and measure, and then divide all added ingredients by two."

The answer was this: The company had finally realized this lapse, was, in fact, in the process of designing a new package which would enable the shopper to buy a one-layer quantity.

The principle involved here is important to almost all food manufacturers. If a housewife cannot buy a small enough unit to use up without waste, she will tend to substitute another food which more exactly meets her requirements.

The curious thing about the General Foods and Dromedary packages is this: Both were hitting the middle twilight zone . . . the Swans Down package wasn't big enough for the larger family; the Dromedary package wasn't small enough for the small family. As a result of the changes made, both should find a great many new prospects.

Market statistics are not, after all, an esoteric science. Recognition of the significance of that 3.6 persons-per-family average figure, and action to design packages in harmony with it, can create new competitive advantages and open wider markets.

How to End Smaze

New Yorkers have just come through a siege of a disagreeable condition called smaze—an apt word for smoke, fog and haze. For a week it displaced, as a conversation gambit, this year's amazingly long Indian summer. Now the choked, stuffy feeling has passed and New Yorkers have shrugged off smaze as something typically big cityish.

We have a strong feeling that smaze, and especially smog, represent pretty much of an unrecognized sales opportunity. Fog and haze are natural phenomena, but smoke is man-made and ought to be controlled far more than it now is.

Smog and smaze conditions appear to be increasing, temporarily blighting communities which are only vaguely aware that they have a problem. Each factory and home may throw off what its owners consider only a small amount of smoke. So smoke control at the moment may not seem to be a very pressing personal concern. If owners of smoke-producing devices are not thinking about the purchase of smoke-control equipment, it is because they have not been made aware of their need.

Americans do not put up very long with discomfort and inconvenience, if they know that man-made conditions can be man-controlled. Will it take another life-snuffing (Donora, Pa.) smog to arouse people elsewhere to the health menace?

The prevention of air pollution is now the concern of only a handful of people at the moment. There is no denying the fact that smog and smaze represent a very real problem for people. And where there is a problem, products and services are created to solve them. How soon will it be before the companies in the smoke control field are joined by others for a real attack on the smog and smaze problem?

Use this new **KYW** **MAIL MAP** to discover new prospects in the Philadelphia market area

Shows where listeners are,
and where they're influ-
enced to act

Are you getting your share of sales in all parts of the great Philadelphia market area? This new map will help give you the answer. Based on analysis of more than 100,000 pieces of mail, it shows exactly where . . . and with what intensity . . . listeners are influenced to send orders or inquiries to KYW.

In more ways than one, this new mail map makes a welcome addition to survey literature. It shows not only where the audience is . . . but also the extent to which listeners are influenced to act! For details, check KYW or Free & Peters.



KYW
PHILADELPHIA
50,000 WATTS
NBC AFFILIATE



WESTINGHOUSE
RADIO STATIONS Inc.
WBZ • WBZA • KYW • KDKA
WOWO • KEX • WBZ-TV • WPTZ
National Representatives, Free & Peters,
except for TV, for WBZ-TV and WPTZ,
NBC Spot Sales



**When you
are picking
the right
architectural
magazine
for 1954 . . .**

**CONSIDER THE
CONSENSUS
OF BUILDING
PRODUCT
ADVERTISERS**

In 1953, over 500 building product advertisers (two-thirds of all advertisers using one or more of the three leading architectural magazines) are putting **Architectural Record** ahead of the field by more than 1,000 pages of advertising.

However, advertising leadership is but one clue to media value. Equally important to buyers of advertising are the reasons for the **Record's** leadership in advertising volume month after month, year after year:

1. Editorial content designed 100% for architects and engineers:

Architectural Record is the one magazine edited in its entirety for the architects and engineers who control 80% of today's building dollars.

2. Editorial anticipation of market activity: the **Record's** editorial content is *timed* and *balanced* accurately by means of *Dodge Reports of building planning activity* to be of constant maximum value to architects and engineers in terms of the work on their boards . . . and to advertisers in terms of their market opportunities.

3. Editorial breadth: The **Record's** editorial service takes in the full range of building design—residential and non-residential, small and large—which constitutes the practice of architects and engineers.

4. Reader preference: architects and engineers have voted **Architectural Record** their preferred magazine in fifty out of fifty-six readership studies (sponsored by building product manufacturers and agencies) for which results are available—and in all sixteen such studies since January 1952.

5. Dodge-documented market coverage: *Dodge Reports of building activity*—available exclusively to **Architectural Record**—document the **Record's** coverage of the architects and engineers responsible for over 85% of all architect-designed building—residential and non-residential, small and large.

6. Largest total architect and engineer circulation: **Architectural Record** serves the largest audience of architects and engineers ever assembled by a technical magazine.

7. Lowest cost: you reach the largest architect and engineer audience in **Architectural Record** at the lowest cost per page per thousand.

You will be right with the *Record* in 1954.



**Architectural
Record** "workbook of the
active architect
and engineer"

119 West 40th St., New York 18, N. Y. OXford 5-3000

LABOR OF LOVE

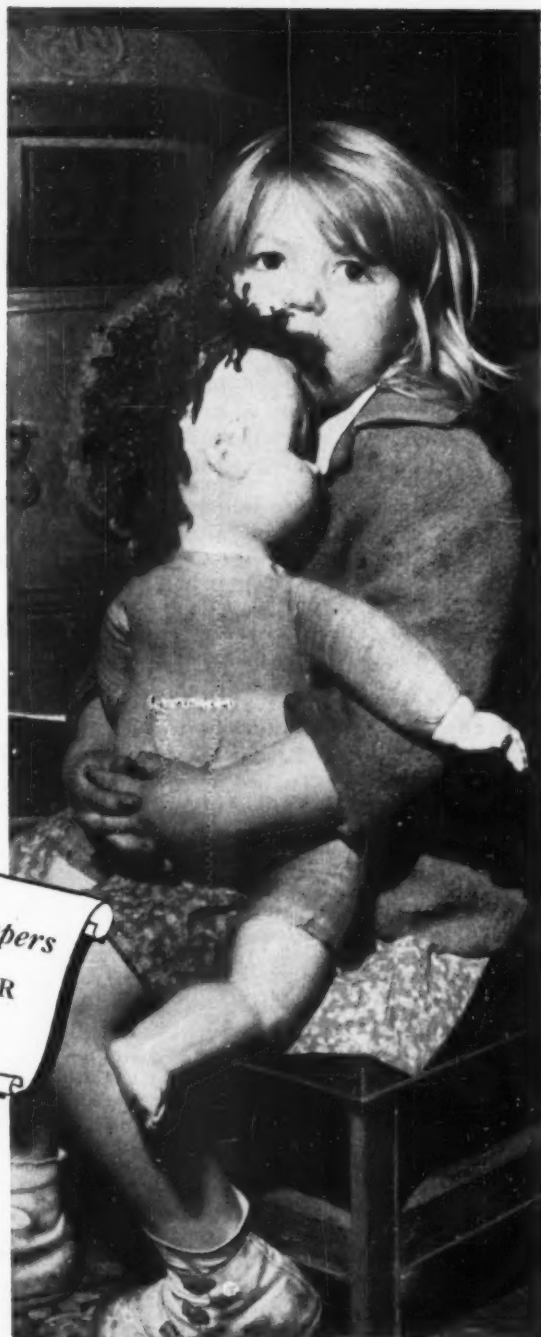
Mary Ellen is no ragamuffin. Sure enough she looks like one. Dirty face, dirty hands, dirty clothes, scuffed shoes, "holey" stockings. But that's not Mary Ellen's fault.

In her heart beats the same note that beats in the hearts of all women. Instinctively Mary Ellen would be happier in a new dress, new shoes, new stockings. But like thousands of other underprivileged Detroit youngsters such things aren't in the "family budget."

Seventeen years ago, Douglas Martin, then Managing Editor of the Free Press decided to do something about this. He set up the "Ruth Alden Christmas Dress Campaign." Gertrude Bombenek of the Women's editorial staff was asked to take over this job of asking Free Press readers to furnish dresses for little girls. She is still at it.

During these seventeen years she has collected over 350,000 dresses from Free Press readers for little girls. 1953's campaign brought in 20,210 dresses from men, women, children, clubs, schools, churches, shops, offices. All join whole heartedly in this labor of love. Thereby does a great city become one friendly neighborhood at holiday time, to help make the little ones happier.

This is a bit of extra-journalistic activity in which we take some pleasure and pride. We wouldn't mention it, except that we believe work of this sort helps make our readers more conscious of our newspaper. It makes them better, more friendly readers and thereby better readers of and buyers from advertising.



The Detroit Free Press

"America's Most Interesting Newspaper"

JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, INC., NATL. REP. • KENT HANSON, NEW YORK, RETAIL REP. • HAL WINTER CO., MIAMI BEACH, SO. RESORTS REP.

TRENDS

As seen by the Editor of Sales Management for the fortnight ending December 15, 1953

THE PUBLIC IS CONFIDENT

The magazine, *Business Week*, has analyzed the figures from a special survey of consumer habits made this fall by the University of Michigan Survey Research Center and concludes that people believe they are comparatively well off, that they think 1954 will be a good year but that business will have to woo them with good products at favorable prices. People have been strongly influenced by the fact that they have done fairly well financially this past year; they seem satisfied with their own financial situation, and many expect their families to be even better off next year than this.

People in the higher income groups feel more confident than the less well-to-do. This may not seem particularly startling but it has a profound meaning at this time. The reason is very simple: The higher income groups spend more money than the lower income groups and this, in an age where the purchases of autos, houses and major household goods loom so large, is very significant.

This finding by the University of Michigan reminds us to call your attention again to the November 10 issue of *SALES MANAGEMENT* which contained the long, exclusive feature on income groups in the country's metropolitan areas. For those selling very low-priced consumption products, such a breakdown may not be particularly significant. To Mr. Wrigley, for example, a quota might well be based on a weighting of nine points for population and 1 point for income, but for postponable goods income is an all-important factor.

For the past 24 years *SALES MANAGEMENT* has provided in its annual *Survey of Buying Power*, reliable estimates for total net Effective Buying Income and also total population and total families, from which per capita and per family income figures have been drawn. These have been valuable in pointing out both quantity and quality but there is an inherent weakness. There was nothing to show whether a relatively high income was produced by a few exceedingly rich individuals plus a vast number of relatively not well-to-do-families, or whether it was a high level which was shared by the great majority of people.

Now, with the aid of basic facts disclosed in the 1950 Population Census, it is possible to break the income down by consumer spending unit groupings. For example, in the nation as a whole about one-third of the consumer spending units have annual incomes, after taxes, of less than \$2,500 and this one-third of the population has one-tenth of the net dollars, while at the other end of the scale those with incomes of \$7,000 and over represent one-eighth of the people but they have more than one-third of the dollars. The precise figures for the U.S. as a whole, shown below, may be compared with similar data for each of 228 metropolitan areas and if you are selling a high-priced commodity—or any postponable product—you most probably will wish to put special promotion into those

communities which have higher-than-average concentration in the \$4,000-and-up classes.

Consumer Spending Units	% of Units	% of Dollars
\$0-2,499	31.4	10.5
2,500-3,999	25.1	19.0
4,000-6,999	30.9	36.0
7,000 and over	12.6	34.5

DOLLARS—NOT 55-CENT PIECES

The *Business Week* analysis, discussed in the preceding paragraphs, points out that optimism is based to a considerable extent on the fact that people have done fairly well financially this past year. On this same subject my friend, Humphrey B. Neill, who writes the valuable and always interesting "Letters of Contrary Opinion," had a special bulletin recently in which he deplored the common tendency to talk about the depreciated dollar. Neill contends, à la Gertrude Stein, that "a dollar is a dollar is a dollar."

He writes, "Mrs. Housewife and Mr. Jack-of-all-Trades feel in their pocketbooks for folding money—the pieces of green-tinted paper with large figures in the corners are dollars, not 55-cent pieces. Sure, it takes more pieces of paper to buy goods but there are more pieces of paper in pocketbooks.

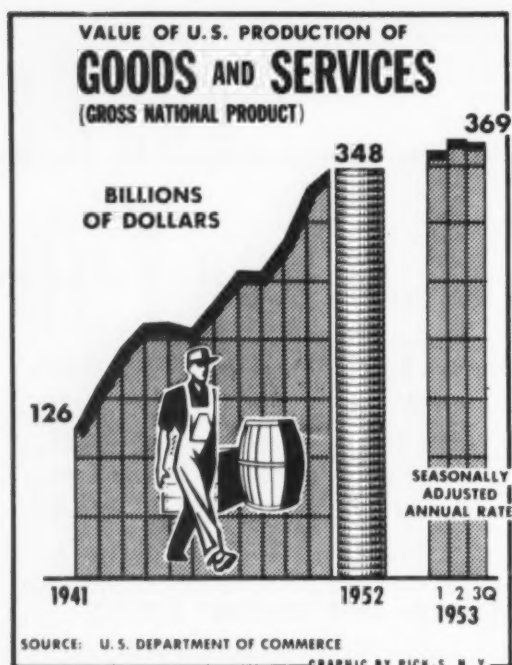
"Human psychology being what it is, human beings like the feel of a lot of folding money. It is accurate to say, I think, that people generally would prefer to have (and receive) a large quantity of money with low purchasing power than smaller amounts of worth-more money. If we should have a period of sharp deflation you will quickly learn how unappreciative people will be of the increased purchasing value of their dollars.

"I suggest that we stop eternally converting every statistic and every price tag into 'old' dollars. Memories are short. Darned few people think back as far as 1939—or 1933—certainly not 'way back to 1926 which you may recall was accepted as a perfectly balanced price-and-dollar level . . . But wait a moment: Back there they were using the 1913-14 level, you know. So? . . ."

GO OUT AMONG YOUR COMPETITORS

I got a good idea out of a talk made by Gerald M. Loeb of the New York brokerage house, E. F. Hutton & Co., at a recent meeting of the Sales Executives Club of the Mid-Hudson Valley. This is what he suggested:

"Turn your back to selling for a day or two and be-



come a buyer. Go out among your competitors and see what they have to offer and how they offer it, and decide if you would be their customer or your own customer if you were a free agent. This seems like simple advice but realize that we all so often escape doing the obvious. It may be that in our own affairs we really cannot see the forest for the trees. Each of us must see how our business looks from the buyer's point of view. I try to look at my business from that angle. When I travel, I generally drop into other brokerage firms to compare their service with ours. I write blind letters to my own firm to see how they are answered. Once I wrote to my firm and six others. The reply I got from ours was only third best. So I went to work to do something about it so that next time it would be the *best*. However, you must do this at regular intervals. Doing it once won't help very much. The competition moves ahead and they may be doing it differently and better."

On that same subject of looking at your competition, the December 1 issue of Grey Advertising's "Grey Matter" has some good thoughts. All of us, I guess, would resign our jobs if we took at face value all of the good remarks about our competitors which our salesmen pass on as coming from our customers and prospects. I'm not blaming the salesmen for passing these things on: Out on the firing line they are hearing the worst about our products and our service and the best about those of competitors. Buyers are ornery that way.

"Grey Matter" makes this very good observation: "The weaknesses in the line, organization, etc., of competitors are usually pretty well covered up so far as the outside world is concerned—even as are your own. That's one reason why competition usually appears stronger than it may actually be—and more perfect than any organization composed of humans possibly *could* be. You know your *own* demerits *too well*; the demerits of your com-

petition are either unknown, little known, or glossed over. And very often a weak point of a competitor to which you attach little weight, may be keeping *him* awake nights."

In a frank talk to members of his own organization, Mike Cowles of *Look* magazine discussed one of his competitors—television. He said: "There can be no quarrel about the effectiveness and success of radio and television—just as there can be no quarrel about their limitations. Auditory media are as transient as sound itself. There can be no rereading to check over a point or an instruction. As far as the consumer is concerned, no permanent record remains of what was said or shown.

"For that reason auditory media have a tendency to send people to magazines for additional information on many of the things they have heard broadcast. Just as radio broadened the imagination of the mass public, and multiplied the public's interest in thousands of new subjects, so today television is opening the eyes of mass America to new interests. The more eager people are to learn, to see, to know—the better the market for magazines. This—plus the fact that the American public is growing steadily larger, wealthier, better educated, and with more leisure time—is what makes me bold enough to predict that magazines will have their biggest growth in the decade ahead."

SIGNIFICANT SHORTS

Advertising in General Foods Corporation is kept flexible. Although each manufacturing division has its own advertising budget, the headquarters advertising is ready to step in at the battle whenever needed. When TV advertising first got under way in 1947, the corporation decided to make a sizable investment on an experimental basis and it changed its advertising budget to include over-proportionate expenditures for that new medium. But on the basis of homes reached per dollar of advertising, television at that time was far too costly for any single division to undertake on its own. The corporation's central office therefore footed the entire advertising bill for the first year. During the second year the central office paid two-thirds of the bill, and the divisions one-third. In the third year the divisions were charged two-thirds and after four years they paid the entire cost of these programs.

A perfect sale . . . Murray Hillman, President of the Adam Company, says that every manufacturer selling through retail channels must make four distinct sales—to his own salesmen, to dealers, to dealers' clerks and to consumers. Of course, those selling through wholesalers or distributors must make a fifth sale. One reason why retail sales are languishing is that some manufacturers have one or more weak links in the chain.

"Farming—a growing giant" is the title of a 24-page booklet published by Wildrick & Miller, Inc., 630 Fifth Avenue, New York 20, N.Y. I recommend it to any sales executive interested in the farmer or his wife as an objective study of the second largest market in the U.S.A. (construction is tops). Single copies free to sales executives; bulk copies 50 cents each.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

1,310,000
IOWA PEOPLE
read **THE**
DES MOINES SUNDAY
REGISTER
(more than 500,000 copies)

Your Best-Market People, too!

**82% of all Iowa's upper and upper-middle
income people — 68.4% of all Iowa people!**

*... As reported by the Advertising Research Foundation in its first statewide
audience study of 14 Sunday newspapers circulating in Iowa.*

For complete facts on where these people live, what they
earn, what they own, see "A Study of the Des Moines
Sunday Register Audience in Iowa." For details on how to
get your copy, write Advertising Research Foundation, Inc.,
11 West 42nd St., New York 36, New York.

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market

Gardner Cowles, President

"Good Old-Fashioned Selling" ... What Is It?

A symposium by famous sales executives brings out the qualities needed for successful selling in a hard-sell era.

At sales meetings and at sales rallies, speakers call for the need for "good, old-fashioned selling," but to the three-fourths of America's salesmen and to half of the junior and middle sales executives the words have no real meaning. Their experience doesn't go back to the tough selling days such as we had during the Thirties. Sales Management therefore turned to some senior sales executives for a definition. In what ways was it different, harder, tougher? What changes in outlook or methods are needed as salesmen are called upon to meet the greater challenge?

What Did I Do Wrong?

By Philip J. Kelly
Vice-President & Managing Director
Chivas Brothers Import Corp.
New York, N. Y.



Phil Kelly started as a salesman with Goodyear, later became Advertising Manager of Goodrich and Promotion Manager of Colgate. In more recent years he successfully directed sales for Carstairs, National Distillers.

Your letter is interesting. It is a challenge! Here is a simple definition of "good old-fashioned selling":

Good old-fashioned selling is the kind of selling wherein the lone salesman walks in to call on a prospect with a firm determination that he is going to get an order before leaving. He is motivated by an overpowering self-hypnosis which causes him to believe in his company, his product and its policy with a religious zeal. His enthusiasm is so great that it becomes contagious and opposition melts on exposure.

Simple demonstration is an important part of the sales presentation; it is always convincing and to the point.

The old-fashioned salesman always asks for the order . . . but leaves the door open for an early return if he is not successful on the current call. Last, but not least—the salesman must have a deep emotional, as well as a monetary, urge to capture the order quickly.

Let the above statement stand as it is. However, if you want clarification, let me remind you that too many salesmen today make a call without even having an order blank in their pocket because "they know they are not going to get an order." Furthermore, many of our new salesmen are spoiled through the use of too many "sales crutches," such as double-jointed deals, deceptive product claims, synthetic third person presentations and complicated sales portfolios, designed to impress the client and not the customer. Too often, salesmen are instructed to parrot extravagant advertising claims which are bare-faced lies in the essence. As a result, Mr. Salesman is turned into a colossal liar instead of the truthful crusader.

The salesman selling in the old-fashioned manner relies on himself and nobody else. If he fails to close the sale, he doesn't blame anybody but himself, not his company, not the product, not the price. He asks the question—"What did I do wrong?"—and then tries to correct his faults.

"Old-fashioned selling" is competitive selling. The old-fashioned salesman studies the weaknesses of his competitors and in selling combat shows them no mercy. The "valentine school of selling" with the lace handkerchief touch, says it is naughty to say anything unkind about your competitor. This is a lot of "hokey." If you want to be a good old-fashioned salesman, exploit your competitors' weaknesses . . . "give no quarter and ask none" . . . that's what an old-fashioned salesman does.

A company must have the necessary elements of good product, properly priced, smart advertising, with

inspiring sales leadership. If any of these ingredients is lacking, old-fashioned selling cannot be applied.

It's New-Fashioned Selling We Need

By Sidney Weil, President
American Safety Razor Corp.
Brooklyn, N. Y.



His first selling was in the export field in Caribbean countries and he joined A.S.R. in 1926 as export manager. He became Director of Sales in 1942, Vice-President Sales in 1949, and President, 1953.

To answer your question succinctly one is almost compelled to indulge in the clichés that embroider the average inspirational text about the selling profession. "Pounding pavements" and "ringing doorbells" are illustrative of this sort of thing.

The hard selling that I envisage as necessary to our immediate future may or may not be the "good old-fashioned" type which you mention. Rather I believe it will be based upon the ability of the salesman to—

1. Learn as he never did before, everything there is to know about his product, with a high degree of technical knowledge included.

2. Learn as he never did before the extent of potentials of his markets.

3. Learn as he never did before the strength and weaknesses of his competition, both productwise and marketwise.

In other words, perhaps we should forget about good old-fashioned selling and evolve some good new-fashioned selling. Every salesman should look upon himself as the Sales Manager of his territory, duplicating

at his level all of the things that make for successful sales management at the top of the organization.

To sum up, I believe that good old-fashioned selling was built on a highly emotional base and that it will not suit today's conditions; I believe that good new-fashioned selling must be built on an intellectual base.

Selling is the Creating of Wants

By J. C. (Larry) Doyle
Sales and Advertising Manager
The Ford Motor Co.
Dearborn, Mich.



Larry Doyle has spent his entire business life with Ford, starting in 1916 as an office boy but soon switching to sales. A colonel in World War II and the Chairman of National Sales Executives Inc. for the 1953-1954 year.

"Good old-fashioned selling" of yesterday is basically no different from the "Successful Selling" of tomorrow. It is simply a matter of effectively convincing the prospect who has use for your product what your product will do for him, how it will do it and that it is to his advantage to buy your product. Even more simply stated, it is "creating wants" for your product—not merely supplying needs. Successful selling involves more demonstration and less conversation. People are impressed by what your product will do for them much more than by how it is made and what it is made of.

"Good old-fashioned selling" took people out of buggies and street cars and put them in automobiles.

It replaced mules and horses with tractors.

It supplanted the broom with the carpet sweeper and the carpet sweeper with more advanced methods—vacuum cleaners with their many variations.

It replaced iceboxes with refrigerators and deep freezers.

It brought gas and electricity into kitchen stoves to substitute for wood and coal.

The powerful influence of old-

fashioned selling made mass production possible. Mass production could never have attained its fantastic record of progress and growth without the efforts of individual salesmen who almost one at a time were converting people to the acceptance of new and improved products that were being produced by hundreds and by thousands.

Good old-fashioned selling or Successful Selling—causing people to want your product because of what it will do for *them*—differs vastly from various forms of distribution—not selling—that carry the self-explanatory titles of "waiting on the trade," "order-taking," "supplying needs and wants."

Under extremely favorable circumstances those substitute methods of "disposing" of goods may suffice. An all-too-general dependence upon them exists from the hope and expectation that investment in modern stores and fixtures, attractive display and extensive advertising can adequately replace "Real Selling." Selling is a highly personalized profession. Selling is not People dealing with Products. It is People dealing with People.

"Would good old-fashioned selling be effective under today's economic conditions and with today's management and men?" I'm asked.

My answer is that without a genuine acceptance and a vigorous application of the principles involved in "Good old-fashioned selling"—which is really nothing more than "real selling"—business will not penetrate the full depth of the present "greatest potential market that has ever existed." Nor will business fulfill its responsibility to contribute, by continuing to sell present high levels of production, to the maintenance of the present new high in employment.

While it is not generally known or at least recognized, there are many inspiring and convincing evidences of proof that good old-fashioned selling will pay off in today's market.

Real selling, outstanding salesmen and strong sales management always become most conspicuous during periods of unusual circumstances. Unusual circumstances require unusual efforts and unusual methods. Attitudes play an important part in the current sales situation. The big new market representing the highest standard of living the country has ever known calls for an alertness to the changes which have taken place, a flexibility to conform to those changes, a determination to make the most of the opportunities that exist, and an effectiveness in developing and administering a sales program that will accomplish the desired results.

The "good old-fashioned selling" that so impressively created new markets can cash in to a greater extent than ever before on the new expanded market. In spite of all its successes of the past, Selling faces the greatest opportunities it has ever known. This expanded opportunity is accompanied by an increased responsibility to accept and meet the challenge which business and the national economy impose in justifying present production rates and the important high employment which depends upon the sale of the nation's production.

Seven Sure Signals

By Frank P. Connolly, President
John W. Masury & Son, Inc.
Baltimore, Md.



A paint salesman all his life—with Valentine & Co. as salesman to v-p of sales and advertising; since 1950 head of Masury. Long active in National Sales Executive affairs.

With a trained and sensitive nose, SALES MANAGEMENT has sniffed that in the offing . . . and not too far away at that . . . the days of fair-weather selling will be no more, for every sign shows there are rough waters ahead.

Paul Hoffman, Studebaker's chairman, says that any man under 30 has not had a taste of the selling known as "tough." For the last dozen years or more anyone willing to display his wares could make sales, particularly if the said wares had merit.

SALES MANAGEMENT asks this question, "What is old-fashioned selling?" That's not too hard to answer . . . a little tough, a little difficult to cover in one breath. But here are seven signals:

1. "New" is the greatest word in merchandising, so you must have new things when the going is rough.

2. The presentation must be right. If you are selling a diamond ring, show it on deep, rich color . . . not in an ashcan. You get the point.

3. Color is a great selling tool. If you are selling a pitchfork, paint the handle red. If you are selling perfume, personalize it with a purple ribbon.

4. The fringe sold the surrey. The scent sells the soap. The sentiments sell the flowers. The pitch calls for the pitchman. Get in there and pitch with the dignity your product deserves.

5. Keep everlastingly at it, no matter what your promotion is. One hit with a hammer does not drive the nail in. One Coca-Cola sign is not responsible for Coca-Cola sales. Say it . . . and say it . . . and say it some more.

6. Don't hide. If you are selling canary birds, put them in a gilded cage out before the public, singing . . . not in a fiber box. You can't hide if you are working in the tough selling market.

7. Fly your kite, beat your drum, blow your horn, paint your door red; let people know that you are alive. The meek may inherit the earth, but it's the guy who's in there punching all the time who will get it by merit and keep it.

That's the way to sell in a "tough" market. That's the "old-fashioned" way.

500,000 More Salesmen Needed

By Paul G. Hoffman
Chairman of the Board
The Studebaker Corp.
South Bend, Ind.



From automobile salesman to distributor to sales manager to president of Studebaker, Paul Hoffman went into public service as Administrator of the Economic Cooperation Administration (ECA), then as president of the Ford Foundation, and this year returned to Studebaker.

Good old-fashioned selling, to me, is creative selling. It calls, first of all, for imaginative activity on the part of the salesman for the purpose of

locating those people who can and should buy the salesman's product. Once this has been accomplished, the process is merely one of transferring conviction—deep, honest conviction—from the mind of the salesman to the mind of the prospect. This calls for tact and enthusiasm, but those are basic selling tools. If 500,000 such salesmen should go into action, America won't need to worry about any recession.

There is absolutely nothing wrong with our economy that a higher volume of hard-hitting advertising and sales promotion by business, and good creative salesmen, could not cure.

The degree to which aggressiveness in retail sales programs and initiative in salesmen has disappeared in the past 12 years of a sellers' market is amazing.

Ask yourself this question: How long has it been since you have been asked to buy an automobile? A refrigerator? New clothes?

What would happen if 500,000 salesmen began asking people, individually, to buy things?

There would be no danger of spendable income staying frozen, and there would be not even so much as a dip in the economy.

Two Definitions of Selling

By George S. Jones, Jr.
Managing Director
Air-Conditioning and
Refrigeration Institute
Washington, D.C.



Before joining Servel from which he resigned in May, 1953, as Vice-President of Sales, he was first an engineer and then mounted the sales ladder with General Electric, Texas Power & Light, and Frigidaire. He is a past chairman of National Sales Executives, Inc.

I have two definitions of selling in mind that have always stuck with me. One, good selling consists of demonstrating to a prospect, to the entire satisfaction of that prospect, that the product he is selling is worth more in terms of service to the prospect, than

are the dollars he is asking for it. Another definition that has appealed to me over the years is that a good salesman is a person that sells a product which won't come back, to customers who will. Both of these principles, it seems to me, emphasize the first principle of good old-fashioned selling; that is to think, talk and act in terms of benefit to the purchaser.

You ask whether old-fashioned selling would work under today's economic conditions and with today's management and men. My answer to that is this: Unless conditions are created, and this would include necessary margins, to bring old-fashioned selling back into the picture, we can expect some pretty severe economic cycles in the very near future.

Every "Reason-to-Buy" Must Be Good

By John M. Wilson
Vice-President, Sales
National Cash Register Co.
Dayton, O.



Jack Wilson started as an office man with N.C.R., then shifted to salesman and rose through branch and division managerships to sales head. Since 1943 he has been on the company board. He is the author of the best-selling "Open the Mind and Close the Sale," and has turned over all royalties to National Sales Executives.

Any man who has been in a selling career for 25 years or more has experienced periods of prosperity and periods of adjustment. I have noticed that as long as we have peak employment at high wages all businessmen are optimistic. It is only when there is a semblance of readjustment that they become pessimistic, not only about the future of their own businesses, but about the future of the industries in which they are engaged.

We have a feature on our accounting machines which will pick up one amount in a plus position and another in a minus position and print the net difference. Some men's minds are like that—they acquire optimism

(Continued on page 82)



1. CAPTIVE AUDIENCE CAPTIVATED by Thor home economist, Mary Alice Frees. Here she sells built-in electric range, cooking a meal on the spot . . .



2. AND CLUB WOMEN LEARN the finer points of Thor's automatic washer from fellow-home ec'er, Marjorie Day. It's all part of Thor Corp.'s "Modern Living Forum," in Chicago, which has club women doing such things as . . .

Traffic-Building Idea Woos, Sells Club Women on Thor Appliances

Would this plan help you to draw group audiences for your demonstrations? Offers results to the ladies, dealers, Thor.

Every Thursday may be "maid's day out" in most communities, but to Chicago's club women it is becoming a red letter day for their individual organizations. That's the day they troop down to Thor Corporation's Home Economics Auditorium for the "Modern Living Forum"—and for every club member present, Thor donates 25 cents to the treasury.

The weekly forums, instituted early last autumn at the suggestion of R. J. Hurley, Thor's chairman of the board, call for cooking and home laundering tips, contests and prizes, plus a social hour with refreshments. A table radio is given as a weekly first prize by a Chicago Thor dealer who attends the forum. The ladies are also eligible for door prizes and prizes which are given following the demonstration of specific appliances. Each woman who attends takes home a free gift.

The woman's group chairman handles the attendance of members. Thor does not object if she wants to establish admission by ticket, thereby padding the treasury further with a nominal attendance fee, but the com-

pany offers the entire program free to any organization.

Mary K. Dougherty, director of home economics for the company, is in charge of the programs. They run about one and one-half hours, beginning at 8:15 p.m. Thor's only requirement is that a minimum of 50 persons and not more than 75 attend each meeting. Two or more small groups might be combined, or extra large groups can be accommodated in two or three meetings.

Here's how the program works:

Promptly at 8:15 Thursday morning, the women arrive and are greeted by home economics hostesses and a representative of Thor's advertising department, who see that each person properly fills out a registration card and deposits it in the box in order to be eligible for door prizes.

At 8:30, the advertising or sales department master of ceremonies opens the program, welcomes club members, gives a brief history of the company and a preview of program.

The curtain opens at 8:33 and the hostess gives a brief presentation of the Thor line and tells what will be

demonstrated. From 8:35 to 8:40 she gives an accelerated demonstration of an automatic washer.

From 9:05 to 9:15, the audience again participates, this time in a handkerchief ironing demonstration with a Gladiron. After this phase, the m.c. gives a quick summary of Thor appliances which club members have seen demonstrated. He then introduces the participating Thor dealer, and explains that an additional cash sum will be donated to the group's treasury in the name of a purchaser who buys a Thor appliance from this dealer.

At this point, a "seventh-inning stretch" is in order—if time allows. The home economics hostess proceeds to demonstrate kitchen appliances and upright freezers and refrigerators, which are rolled to the front of the stage. The m.c. winds up the formal business of the morning by summing up the kitchen appliances and asks members to fill out cards if they are interested.

The audience is finally invited up on the stage where they may talk with the Thor dealer about laundry appliances, and with the m.c. or home economists for information about purchasing a built-in range. From 10:10 to closing, all are invited to stay for refreshments.

The End



3. TOWEL GUESSING! Mary K. Dougherty, head of Thor's Home Ec Department, livens up things by piling towels — Thor-dried and line-dried — separately, awarding prize to the visitor who guesses how many more are in Thor's pile . . .



4. AND VOLUNTEERS who get special briefing on the Gladiron operation, provide painless selling. Volunteer gets the Gladironed hanky . . .



5. AND A PEEP-SHOW . . . into Thor's electric oven . . .



6. DETAILED POINTS of the automatic washer which Marjorie Day demonstrates for her Maid's-Day-Off visitors . . .



7. SUMMING IT UP . . . the audience is invited to the stage for a look at Thor line.



HELP YOURSELF! That's what started it all. The tidal wave of movement toward self-service has enhanced the importance of the package to the point where its ability to extend an invitation to buy may be a primary factor in a company's profit-showing. Heinz decided the whole line needed a re-do. Object: Maximum effectiveness at the point-of-purchase.



New

Old

Take a Look Re-design Is

Shelves in groceries and super markets which display Heinz products have a different, cleaner look these days. The labels which for years have identified the products of this world-famous food processing company have undergone a gradual change, until today only ketchup and vinegar retain their old identities. And they'll eventually show up in a new dress, too.

It's been a quiet revolution at



New



New

Old

SALES MANAGEMENT

At Heinz' New Labels: Sparked by Trend to Self-Service

What to do with five trademarks? That number "57" — how big? A pretty baby vs. a "personality" baby? What color for soup? These and many other questions had to be answered—and a lot of money rode on the decisions.

H. J. Heinz Co., Pittsburgh. For more than 10 years top management had considered the change. But it took the war and the super market to provide the impetus for what may well be the most important label redesign program by a major American industry.

According to F. C. Majorack, manager of Heinz' Product Development Department, the program was designed to answer the basic ques-

tion: "What specifically releases the trigger in the customer's brain to move the product the last three feet from shelf to super market buggy?"

The war unquestionably hastened the program. With salespeople off to the armed forces, the super market grew and housewives learned to help themselves. Before the super market era, the individual grocer pushed Heinz products, which then—as now—had a reputation for quality.

But in the super market, there's nobody around to push the soups, beans or baby foods of a particular company. The package has to do the selling. This means that a label must register a higher impulse value than ever before—a fact which Heinz executives were considering even before the super market development began to gain impetus.

So much importance was attached to re-designing Heinz labels that top management personnel took part in the discussions. H. J. Heinz II, president, did more than put a final O.K. on labels. He actually participated in designing new labels, suggesting layouts, color combinations and arrangements. It was neither a casual nor short-range interest on the president's part.

One of his first assignments shortly after joining the company's home office at Pittsburgh in 1934 was an evaluation of the sales impulse produced by the Heinz labels. The subject continued to be of major interest to Mr. Heinz after he became president of the company in 1941. While the production of special "service" foods for military use blocked label development study during the war years, the subject was placed on the "action" list by Mr. Heinz as soon as the company again began to produce the full "57 Varieties" line.

Under the present program, Mr. Heinz heads a management team comprised of the general sales manager, marketing manager, director of advertising, head of the Heinz advertising agency, label designer and label consultant. Majorack is coordinator for the program.



Old-Front

New-Front



Old-Back

New-Back

BY

ALVIN ROSENSWEET



YEARS & YEARS OF KETCHUP: It started out as "Standard Catsup"...evolved through "Octagon Ketchup" and "Keystone Ketchup," to the present simple "Heinz Tomato Ketchup" adopted in 1916. Bottles, closures, labels have changed with the years. Ketchup label (and the one for vinegar) are the last to be re-designed in the current package program. New dress is on the way. (There is no longer a sample of the bottle used from 1910 to 1916).

In long weeks and months of meetings, this committee outlined general policies for new label designs. It worked out designs for various product lines which had to meet basic policy decisions and at the same time satisfy artistic and design requirements. Where there were sharp differences of opinion, questions were submitted to consumers. On some products, store tests and limited area market tests were conducted to determine market reaction.

The primary problem was what to do with five trademarks which had become world-famous since Henry J. Heinz began to sell horseradish door-to-door in Sharpsburg, Pa. (near Pittsburgh) in 1869. By streamlining the label, it was obvious that some of these elements would probably be eliminated.

The five trademarks were the name Heinz itself, the "57," the small pickle, the keystone and the phrase, "Established 1869."

First to go was the "Established 1869." "We believed that it had no particular bearing on consumer ap-

peal," Majorack said. "Besides, we could continue to use it in advertising."

But the pickle posed a problem. For many years visitors to Heinz factories had been given a small pickle souvenir. At food shows throughout the country and at the Atlantic City pier it was the most impressionable contact with consumers.

The label re-design committee decided that the pickle could be taken off. Pickles are an important part of the Heinz business but, the committee agreed, it has no relationship to ketchup, soups and baby foods.

That left the keystone, the symbol "57" and the word Heinz.

The large keystone actually was the label at that time on Heinz products, but the consensus was that it restricted design.

The question then arose: "What should dominate the label—the word Heinz or the '57'?"

Within the committee, there were varied opinions. One group believed that the "57" should be the larger element and Heinz the minor ele-

ment. Its argument was that "57," was the best-known number in the world, that it was inseparably associated with Heinz, and that it would be to the company's advantage to emphasize it.

Another committee segment believed that Heinz was more important. As the leader of the "Keep Heinz Big" school of thought, this group cited market reaction disclosed by a survey to show that numbers, while important, do not have the individualism of a name. Thus, it was emphasized, product lines can be best identified with a House name.

These discussions led the committee to decide that a label with the "57" as the most important element should be tried first. The conventional keystone was changed to a quasi-keystone, not so pronounced as the original.

This new logotype was placed on labels of two dissimilar products, strained orange juice and processed dill pickles. The products were placed in stores for consumer reaction. A market testing period followed for several months during which the advertising agency and Heinz sales force sounded out consumer opinion. The test satisfied the management committee that the word Heinz drew better consumer reaction than the "57."

Pictures or No Pictures?

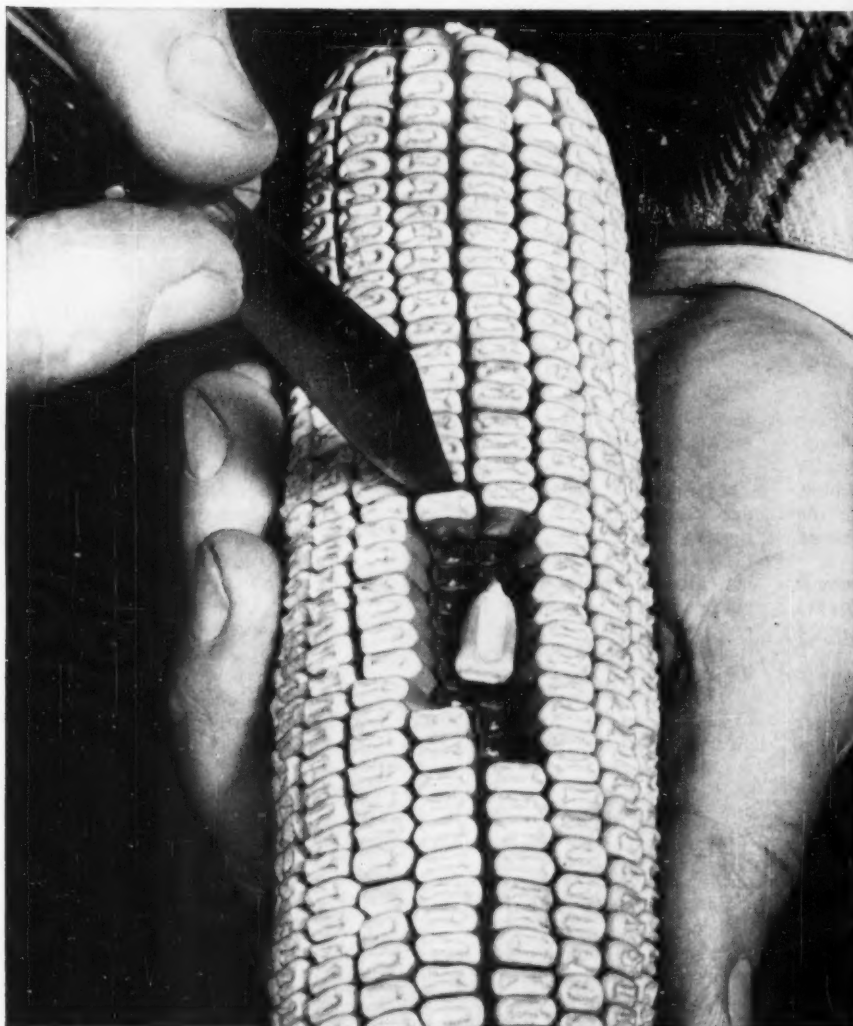
As a result of this study, Heinz executives decided that the new logotype would consist of the conventional keystone with the word Heinz predominating and "57" as the secondary feature. The word Heinz was placed on an arched, rather than a straight line, to conform better to design requirements.

Now the re-design program came down to specific products. Ten varieties of jelly were the first products to emerge late in 1949 and early in 1950 in the new label. The new logotype permitted a full-color illustration of the jelly. It was possible, for instance, to show two bright red cherries in full color, something that was impossible with the old label.

Design artists and Heinz management learned that effective illustrations could be obtained for jelly and other products. But where it was not possible, they decided that no picture would be better than an ineffective picture. That problem, for instance, came up in the soup line where it was decided that pictures could not be adapted. It was too hard, for instance, to differentiate on a label between cream of chicken and cream of mushroom soup.

"Our sound movie is full of 'corn'... but it really sells seeds!"

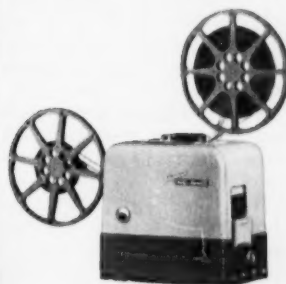
FUNK'S "G" HYBRID PRODUCERS



"Research Acres shows how we've developed our hybrids. Bell & Howell equipment helps us in showing our movie all over the country."

R. J. LAIBLE

Agricultural Adviser
FUNK BROTHERS SEED CO.
Bloomington, Ill.



New! Magnetic Filmosound
202 16mm recording projector lets you add that professional touch to your movies easily, inexpensively add sound to old silent films, change sound to fit specific needs...show any 16mm movie. From \$699.

Filmosound 285 shows optical sound or silent films. Brilliant pictures, full, natural sound at all volume levels. From \$449.95.

With Sound Movies your message really sinks in!

Funk salesmen find it's easy to sell their superior hybrids when prospective buyers see the remarkable sound movie, "Research Acres." This movie, the third of a series produced by Funk "G" Hybrid Producers, shows micro-photo shots of pollen grains fertilizing corn silks, tassel development, and other amazing glimpses into the growth of corn.

Only sound movies could tell this dramatic story... and do it at such a low, low cost. It's a powerful tool for their salesmen, and it's especially helpful to growers, 4-H Clubs, Granges, and other farm groups to whom it's available on request.

Today, more and more sound movies are used by business, industry, church, school, and farm groups to solve heretofore difficult and costly educational and sales problems.

Bell & Howell offers the finest motion picture equipment to help *you* do the best job at lowest cost.

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ORGANIZATION.....
ADDRESS.....
CITY.....
COUNTY.....STATE.....



HEINZ

A Teamwork Job

So much importance was attached to the Heinz package re-design program that the project was in the hands of a management team headed by H. J. Heinz II, the company president (left). Serving with him were the general sales manager, the director of advertising, the head of the company's advertising agency, and a label designer and label consultant. The man who co-ordinated the program was F. C. Majorack (right), manager of Heinz' Product Development Department.



MAJORACK

Many more problems arose. Ever since Heinz had made canned soup, the predominant background color was red, used with white and blue. The use of red stemmed from the fact that tomato was the first canned soup.

In re-designing the soup labels, it was suggested that the background color be changed from red to some other color.

The final selection got down to three colors—a dark blue, an orange and a red. One group suggested blue; another favored red; and a third suggestion coming from the committee was for orange as a desirable compromise.

Although all the new Heinz labels did not receive market tests—Heinz officials put them on after satisfying their own judgment that they were right—the soup label color problem was placed before a consumer panel. Identical designs in each of the three background colors were shown principally to housewives although some were also asked, "What label do you feel best represents soup?"

The outcome: Red was the favorite. But Majorack emphasizes that clear-cut consumer judgment was obtained only on the matter of color. For determination of consumer acceptance on the entire label re-design program, a long-range evaluation by large numbers of shoppers will be required.

In re-designing labels for all 16 varieties of Heinz 11-ounce canned soups, the company followed the same specific requirements that it adopted for its entire product line: (1) the name, Heinz, should be prominent on every package; (2) the name of each variety should be easily identified, and (3) the general appearance of

the package should attract the interest of the shopper.

In re-designing the labels for the Baby Food line, the one major policy decision that had to be reached was the type of baby to use for illustration. Heinz Mother Contact personnel, plus letters from mothers, convinced Heinz management that mothers place a high value on baby pictures which appear on strained and junior food labels.

Two alternatives were possible: One was the conventional, popular pretty baby that each mother identifies with her own; the other was a baby with a distinctive personality, who would become known as the Heinz baby.

Assist from Mothers

A panel of mothers was used to decide the issue. Labels were printed which were identical except for the baby head. Reaction this time was almost equally divided. But there was enough backing for the individual-type baby, and the Heinz committee decided to use it.

Scores of baby heads were submitted and finally a baby with an impish smile was selected. The baby on the Junior Foods can be recognized as the same baby used on the Strained foods, only a little older and with a little more hair. The new baby head is being displayed prominently on billboards and in other forms of Heinz national advertising. Scores of mothers have written to the company that they're grateful there's something on the jar for their babies to look at.

As in the case of the choice of red for soups, consumers were asked to

choose only one variable. Acceptance of the total baby food design will be judged over an extended period.

To select a representative picture of a product is an exacting task, Heinz executives have learned. Take spaghetti, for instance. The old labels didn't use a picture, the new ones do. Design experts and Heinz people worked together and decided, "This is what we want."

Then 13 pieces of information were submitted to artists to guide them in properly portraying Heinz spaghetti and making it tempting, appealing and realistic to the woman walking down the super market aisle.

On some products, principally pickles, no illustration is used. The label is a narrow band around a tall jar so that the pickles themselves are clearly seen on the shelves. But the famous Heinz pickle symbol was brought back and is now on the Heinz bottle caps. And although its design was modernized by removing the "warts," it was later decided that the "warts" should be placed back on the pickle.

So far, jellies, pickles, soups, beans, baby foods and spaghetti have been re-labeled. Heinz artists are working on labels for macaroni, ketchup and vinegar.

Admittedly, says Majorack, you don't judge a proposed new label objectively. An old Heinz customer familiar with the conventional key-stone might not like the new label.

Will the old customer resent the new label or will he consider that Heinz is a progressive firm, changing with the times? Will changes in colors from the old standbys prove confusing?

One thing Heinz is certain about: Grocers are well pleased with the



what's all this stuff about

"Selling by
helping people buy"



Come clean, Uncle Schuyler, isn't that just a slick sales approach that some industrial marketers use to disarm buyers?



What? You mean lots of people who specify and buy industrial products really have trouble locating the right suppliers?



Don't tell me you've master-minded a way to turn the buyer's problem into a sales advantage. All right, let's have it...



Now let's see if I've got this straight. First you make sure that adequate product information is anchored in every worthwhile prospect's office...



...then you use advertising to seek out those of your prospects who have a need *right now*... and direct them to that product information...

I get it! The pay-off is that salesmen get to spend more time with folks who have already taken one step toward selecting a possible supplier. So they have more chances to sell by helping *interested* prospects buy. Why, that's real simple... like taking candy from a baby!

NOTE: The model is the No. 2 child of Bill Brown, Production Manager, The Schuyler Hopper Co.



The Schuyler Hopper Company

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"Ditch-Digging Advertising" that Sells by Helping People Buy

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in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



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THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
377,682 DAILY • 385,238 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

changes, and that's a big factor in believing the new labels will win out.

"To be valid," Majorack emphasizes, "consumer acceptance must be accomplished by testing the package in its normal environment on the shelf. All the variables are present and results can be observed over a long period of time."

Since the new labels have appeared, sales have increased in units, dollars and tonnage. Heinz executives are sure the new labels have helped, but recognize that other factors have figured in the upward trend.

Majorack describes the finished modern label as a mosaic of a company's heritage, talent, research and

hard work. He points out that it:

1. Reflects the company's integrity over the years it has done business.

2. Mirrors the judgment of management in keeping tuned to the trends of the times.

3. Emphasizes alertness of the sales researchers and the field forces in their knowledge of shoppers' wants.

4. Echoes the advertiser's persistence in keeping the House name before the public.

This is a diverse program, but the objective remains constant: To produce the impulse that persuades Mrs. America to carry the package on those last and most important three feet—from shelf to buggy.

The End

"Lost Sale" Quiz #18



POOR-LOSER PAUL

the Sulking Shoebill . . . acts down in the dumps after hearing he has lost a sale.

he lost future sales as well because

- (a) . . . he stained the floor covering with tears.
- (b) . . . he expressed his disappointment to the prospect.
- (c) . . . he tried to win back the sale through pity.

(b) A lost sale is only added incentive that fires a top salesman to do a more effective selling job next time. He keeps to himself any disappointment he feels because retaining the prospect's good will is the first step to securing future orders.

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"Making it easier for people to buy"...



Growth of self-service food sales 79.4%

1939 self-service food sales,
28.8%* of total

1952 self-service food sales,
79.4%† of total

28.8%

1939

1952

*U. S. Census of Bus.
†Progressive Grocer
"20th Annual Survey"

When self-service retailing was introduced by supermarkets in the early 1930's, its immediate success was attributed mainly to the pennies the consumer saved. Today it is acknowledged that the universal success of self-service in many lines of retailing is due largely to the incredibly powerful selling principle of *making it easier for people to buy*.

**Adapting the "easier-to-buy" principle
to industrial marketing**

Not many industrial products will ever be put up for sale in self-service outlets. But industrial marketers are taking one important step in the direction of "making it easier for people to buy," by placing *information* about their products where good prospects can get at it easily.

If you think of your catalog or bulletin as the thing people want to be able to get at with ease, the "retail shelves" become the offices of the people who do the specifying and buying in your markets. You "stock" your product information there in a way that makes it instantly and easily accessible whenever a buyer needs a product like

Sweet's Catalog Service

Division of F. W. Dodge Corporation
designers, producers and distributors of manufacturers'
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...revolutionized
food
marketing

**Same principle represents
great potential force for
improved efficiency in
industrial marketing.**

yours. Then you use your advertising to seek out those prospects who have a *current* need.

The chances are a prospect will see competitors' ads, too. But consider the great advantage of having *your* product literature at his elbow *beforehand* and being able to tell him so in your ad, with assurance that he'll be able to put his hands on it *instantly*!

The Sweet's district manager near you will be glad to show you how 1,480 manufacturers use Sweet's services to inject this element of "self-service" into their marketing plan. Or check the coupon for one or all of the free booklets which deal with the catalog procedure that amplifies the power of industrial advertising and selling.

"The easier you make it for people to *buy* your products, the easier they are to *sell*!"

☐ Free booklet, "Some New Data on the Cost of Producing Orders in Industrial Markets" (from the Sales Executives Club study).

☐ Free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure."

☐ Free booklet, "The Need for Printed Product Information in Industrial Buying," summarizes one phase of the NIAA Study.

☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

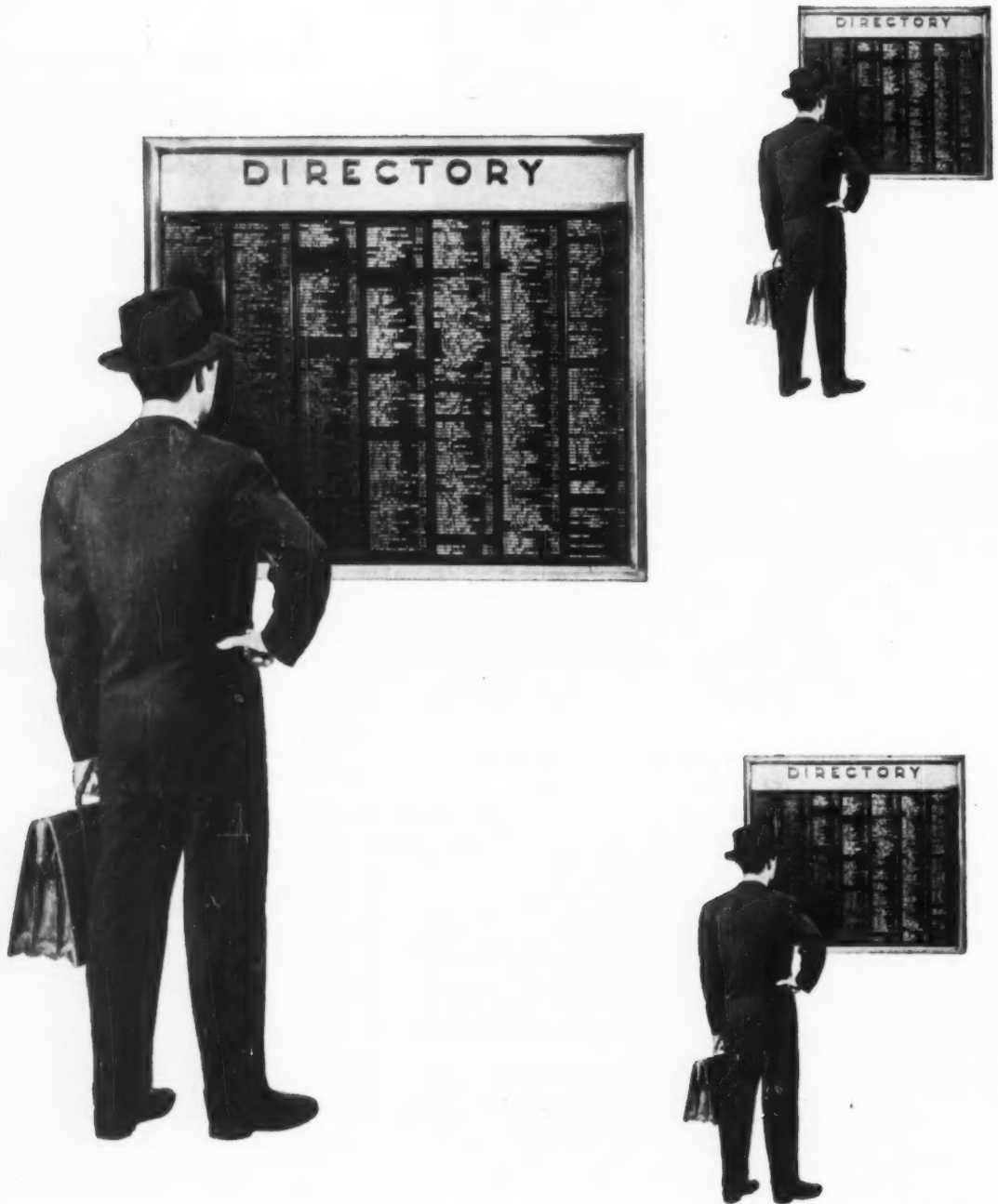
NAME _____

FIRM _____

STREET _____

CITY _____ ZONE _____ STATE _____

Which Name Do You Pick



to Get the Order?

Put yourself in your salesman's shoes as he calls on a new prospect. Would you tell your story to the receptionist and ask her whom you should see? . . . or pick a name on the directory and hope you've guessed the right one? The point is that today's industrial picture is full of hidden buying influences who have to be sold before your salesman can get the order.

You can give him that help by supplementing his personal selling efforts with Business Publication Advertising. We call such advertising "Mechanized Selling" because it does for your sales organization what modern machines do for production. This high-speed, low-cost sales tool gets your sales message into the hands of the people who have a voice in buying decisions. Used consistently, it makes and maintains contact with prospects . . . creates preference for your product or service.

When it costs so little to reach so many, it makes sense to delegate the initial steps in the manufacture of a sale to Business Paper Advertising . . . and permit the salesman to use his time and skill on making the proposal and closing the sale.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising." Also about our sound-slide film, "Mechanized Selling . . . Blueprint for Profits," which is available for showing at sales meetings.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

DECEMBER 15, 1953

MECHANIZED SELLING HELPS YOUR SALESMAN BY CONTACTING THE MEN HE CAN'T REACH

Authentic surveys show that three to six (and more) men—in every manufacturing plant—have a voice in recommending, specifying and buying industrial products. Here's proof that Business Publication advertising will help reach these men:

92% HAVE BUYING INFLUENCE

A manufacturer of chemical products surveyed portions of the subscriber lists of five Industrial Magazines. Asked: "Please check your influence on purchases."

51% reported DIRECT INFLUENCE

41% reported INDIRECT INFLUENCE

85% HAVE BUYING INFLUENCE

Advertising Research Foundation asked readers of an automotive publication the degree of their purchasing influence.

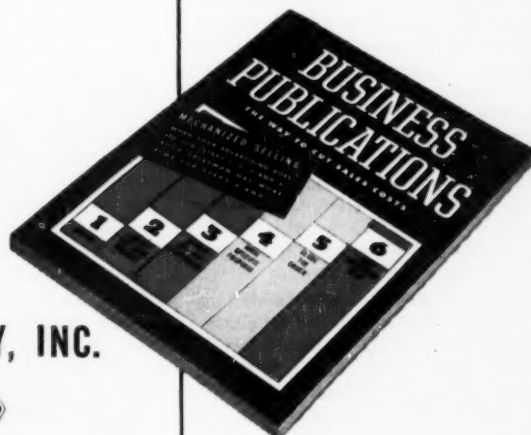
71% had DIRECT INFLUENCE

14% made RECOMMENDATIONS



643 companies—representing a cross section of the metalworking industry—reported 2,877 executives controlling the selection of new production equipment in their plants.

Eighty-one percent of these major buying influences are production and corporate management executives—men with the same titles and responsibilities as 82% of a metalworking publication's paid subscribers.





MEET Mrs. Vi Littell, sales manager . . .



"FEEL IT," says President Ben Morden. The dealer holds a piece of aluminum and a piece of asbestos against an electric light bulb. Result? A hot spot can soon be felt through the asbestos. The aluminum remains cool . . . will be kinder to a fine surface.

Keen Sales Sense Gives New Vitality To a Homely Utility Product

Case in point: table pads. The imaginative and resourceful Mrs. Martin improved her wares, spotted new markets for them, stirred in some styling, developed a demonstration, and trained retail salespeople in the "how" of selling.

The J. Marie Martin Co., San Francisco, has transformed the ungainly table pad into a styled item, slimmed it down, adapted it to modern needs, made it handier, more functional—and promoted it to the furniture department of home furnishings, department and interior decoration stores as a selling mate to a wide variety of contemporary tables. Within the last six years it has increased its outlets from 500 to 1,500, and doubled its sales volume.

True, it classifies as a small business, with its volume of a quarter million, but for sales executives with a "stepchild" product, this is an encouraging story. It shows what can be done with such an item when, as in the case of the Martinbestos table pads, sharp sales sense and creative

imagination are put behind it. In Martin's case the product was:

1. Made more attractive to modern tastes with contemporary materials.
 2. Functionally improved.
 3. Given extended uses that increase its market.
 4. Offered to appropriate dealers with a merchandising package (including a smart demonstration setup).
 5. Proved a plus profit item for dealers.
 6. Made so easy to sell that the most inexperienced salespeople can add it to each table sale.
- It was considered an improvement in appearance when the flannel covering of table pads was changed to green felt on one side and white fabric on the other. Then, as Sales Man-

ager Vi Littell puts it, "We began to realize that table pads could—and should—be styled like other articles of home furnishings."

The firm began to add what it calls "correlated tones" to harmonize with woods of contemporary tables. At first the available materials were similar to oilcloth in texture. Not satisfied, the company began to look for more handsome coverings. It purchased fabrics embossed to give grainy surfaces, or the appearance of a variety of leathers. Constantly studying the newest furniture styles, it was able to offer, for example, "black lizzard" to go with a modern interior having Chinese or Oriental touches, or an embossed gilt fabric for a high-style decorative scheme. Fabric tones such as "Spanish mahogany," "maple," and "Spanish ivory" began to be included, with harmonizing felt undersides.

While surface appearance was enhanced and harmonized with changing trends in interior decoration, functional improvements also were studied. The pads were made easier to handle, use, and store. The functional changes culminated in the total



THE TREND TO INFORMAL EATING changed the whole direction of Martinbestos merchandising. Coffee tables, cocktail tables, tea tables . . . all were coming into wider use . . . all needed custom made protection. These paper patterns pour in daily . . . represent orders for pads for every conceivable surface.

**An interview with
BEN MORDEN,
President, and
VIOLA LITTELL,
Sales Manager
J. Marie Martin Co.**

conversion of the insulating material from asbestos to aluminum foil. This made it possible to offer a pad that was thinner, and lighter (by about 10%), but with improved insulating properties to provide better protection for fine table surfaces.

Next, the management realized that it had a large, untapped market in dining and entertaining habits. In today's casual living buffet suppers are growing in popularity. Doesn't the householder require protection for other dining and living room surfaces than the family table? Television has changed eating customs radically, with meals served on trays, or on coffee tables. There are also cocktail tables and glass-topped tea wagons.

"We asked ourselves what we could offer, in the way of protection for the surfaces of these many functional tables which have constant use," says President Ben Morden. "We also made a mental note of the obvious fact that these small tables sell 15 to every one of the larger dining room tables."

With that realization, J. Marie Martin began to offer neat pads to protect any shape or size of coffee, cocktail or other chairside table, in fabrics to harmonize. It introduced an unstitched pad, which did not resemble a table pad, but looked more like a leather-top surface. Its multiple layers and the felt and fabric materials surfacing them were put together with a non-warp adhesive glue

which gave equal or better strength than stitching. The product thus became a custom item.

The merchandising program behind it is strictly a packaged deal.

"Actually," Morden points out, "we never sell a thing when we go into a store. We offer a service. We show the store owner or manager of the furniture department that he is losing business every day if he does not offer his customers table top protection for every table in the house, and if his salespeople fail to sell surface protection with every type and size of table sold in that store."

Many retailers are surprised when asked if they offer table-top protection in terms of changing eating habits. "Why, I never thought of it," is the too frequent reply.

J. Marie Martin does not place its table top protectors in the linens department only. Mrs. Littell points out: "The reason a housewife has to go hunting in the linens department for a table pad is, more likely than not, that the salesperson in the furniture department or store who sold her a table, any sort of table, failed to sell her a custom-made pad to go with it. The time to sell table-top protection is when the table is purchased—when it is new."

To encourage the dealer to sell a modern Martinbestos table pad with every table, J. Marie Martin Co. has a well-rounded dealer aid program.

First item is a counter display box

containing: samples of the three qualities of the pad, made up as miniature facsimiles of actual pads to show materials, workmanship, hinging for folding and storage; color swatches and an established number code for ordering attached to each sample; paper patterns with full instructions for measuring all types of table tops ("Our pads are as accurate as the pattern received from the dealer."); sales features for each quality of pad.

This kit (Cost: \$5) is furnished free to dealers. Smaller stores receive a single kit; a large department or furniture store receives one for each appropriate section. For example, the "modern" department would receive a display kit and so would the "maple" or other specialty section.

To point up and dramatize the use of aluminum foil for the insulation, the price sheets included with each sample are printed on aluminum coated sheets. These sheets indicate simple ordering rules; list six sales features for each quality.

The company does not expect dealer's salespeople to know how to sell its table pads. It makes every effort to aid in their training. The selling points, given in brief sentences, can be used verbatim or can be re-worded. For example: "Tailored by expert craftsmen for perfect fit" . . . "Liquid and heat-resistant washable pyroxylin-coated fabric by duPont" . . . "Choice of 10 attractive colors to harmonize with the finest tables."

Morden points out: "An inexperienced salesperson need only glance at these as he displays the samples and swatches and discusses them with the customer."

To better prepare a dealer's salespeople to sell Martinbestos pads the company conducts sales training meetings in the store. "We go in before the store opens," Morden explains, "and show the salespeople, as well as department heads, buyers, store managers, owners if it's a small store, that this is a plus sale, surprisingly easy to make whenever a table is sold."

The salesman is taught to say at



**Mrs.
Martin's
Baby**

Johns-Manville didn't want it. But Mrs. Martin did.

In 1924, Mrs. J. Marie Martin was a sales representative for Johns-Manville, for the company's line of asbestos table pads. Johns-Manville, realizing the business was developing in the direction of custom manufacture, decided to drop production. Mrs. Martin took over the product and its equipment, moved to California and began to manufacture under the name "Martinbestos." She also took with her the man who was in charge of production; now, 30 years later, he is still the plant's foreman.

In 1947, Mrs. Vi Littell joined the firm as sales manager. Spending 9½ months out of 12 on the road, she trebled dealer outlets.

Soon after Ben Morden was installed as president in 1952, the plant converted entirely to aluminum-insulated pads. The trade name, "Martinbestos," was retained . . . and given a fresh emphasis . . . with stress on the "best" syllable of the name.

Third member of the company's management is Mrs. Katherine Whitefield, vice-president.

Recently the J. Marie Martin Co. acquired the McDonough Bros. table pad factory in Los Angeles. Object: to offer faster and more complete service to the 11 Western states.

the strategic moment: "I would feel guilty if I did not recommend insurance against mars, scratches, burns, liquid damage, of this beautiful table. We have a firm that makes a particularly fine, and beautiful, table pad for our customers. . . ."

It is emphasized that table pads are suggestion items: "Not a single pad is ever sold unless the customer is *told*." In their training of store personnel the company uses a simple demonstration device which is adaptable for the store itself.

A small stand lamp with a 100-watt bulb has affixed to opposite sides of the light a miniature asbestos and an aluminum-insulated pad. The lamp is turned on, the demonstrator shows how a heat spot forms in the asbestos pad, and how heat is dispersed in the aluminum one. It is further shown that as soon as the heating agent is removed (turned off, in this case) the aluminum pad cools, whereas the asbestos pad retains the

heat up to 15 minutes.

In the training program, this demonstration includes placing the salesperson's hands on the aluminum and then on the asbestos pad after the lamp has been on for a few minutes. A mildly burned skin surface serves as a memorizer when the palm is held against the old-type pad.

When the aluminum insulation was first used the new pad was introduced to and through the dealers with the aid of samples of both asbestos and aluminum pads with corners cut off the former, and an oval cut-out in the latter down to the foil, to demonstrate the difference in construction. A cut-back strip showing the successive layers of materials in the pad and the covering fabrics is now used in selling dealers, and provided to them for their store displays and selling operations.

Despite all these aids, there are salesmen who will not figure out the cost, nor extend the price on pads to

fit a given table. This proved a stumbling block to salesmen until Mrs. Littell hit on another useful aid. She developed a tag to be attached to each table which would supply all necessary price information for a pad to fit the table. Tags are supplied to the dealer and, under the direction of a department head, are filled in and attached to tables displayed on the floor. The salesmen need only consult it to give a quotation on a pad.

A store does not have to handle the finished pad if it prefers not to. The company will ship direct to the customer, the dealer taking his profit.

Morden sums up: "We are making it so easy for the department store, furniture dealer or interior decorator to handle our pads that practically no effort at all is involved. There's plenty of grief in selling tables, the larger ones in particular. It isn't difficult for us to show a dealer that one of our pads sold with each table almost pays for his problems in handling the table."

The company does a small amount of advertising in merchandising publications. Dealer advertising is much more extensive. No retailer ever receives any advertising allowance from the company. But department and furniture stores that handle Martinbestos pads have done and continue to do an excellent job of newspaper promotion in their regular space, often running large display copy. The company provides cuts, suggested layouts, copy.

This well-rounded program has achieved:

Growth from 500 active accounts, mainly in California, to 1,500 over the 11 western states, representing the cream of the available outlets, all within a five- or six-year period.

Sales volume has been increased in the same ratio as the number of accounts, and continues to grow.

The business is now a steady year-round one instead of being concentrated in the last three months of the year.

The company has put out a place mat to be used with a linen doilie for casual service. Also aluminum-insulated, offered in six standard sizes—round, oblong and rectangular using the same fabrics as the Martinbestos table pads, this will be a production-line item. Manufactured in volume, stores will stock the individual place mats and merchandise them like any other product. With no promotion as yet, the company receives a demand for 1,500 mats a month.

Says Morden: "We expect this item to become as important sales and profit-wise as table pads." **The End**



Sell St. Louis the Way Building Supply Dealers and Contractors Do

Leading St. Louis building supply dealers and contractors sold their share of the \$65,000,000 building market in 1952 by using 643,089 lines of advertising in the

ST. LOUIS POST-DISPATCH

the medium which gives you the most thorough and economical coverage of the St. Louis market

Circulation: Over 460,000 Sunday, Nearly 400,000 Daily

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Chicago
Tribune Tower
E. M. ROSCHER, Manager

Florida
311 Lincoln Road, Miami Beach, Fla.
THE LEONARD CO.

PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco
625 Market St., 5

Los Angeles
520 W. Seventh St., 14

Seattle
603 Stewart St., 1

Portland
520 S. W. 6th Ave., 4



LOVE: On NBC-TV Kate Smith proclaims her love for "... those heavenly carpets." Lees translates her reactions into point-of-purchase material and mats of advertisements for dealer use.

Streamlined Sales Strategy Sends "...Those Heavenly Carpets" Soaring

BY LAWRENCE M. HUGHES

In seven years the sales and acceptance of James Lees & Sons Co., Bridgeport, Pa., have sailed upward faster than in a century before.

Yet on the strength of at least nine new factors, it may be that "... those heavenly carpets by Lees" are just taking off.

Since 1946 this centenarian has introduced:

1. New market-minded management.
2. New public participation in ownership.
3. New production facilities and methods.
4. New carpets of cotton and manmade fibers—supplementing wool

—to serve more purposes and tap more purses.

5. New consumer education in styling and home decoration.

6. New research to find potentials of newer and older outlets in newer and older markets.

7. New sales direction, methods and manpower to develop them.

8. New sales-producing aids for retailers—specifically to sell more consumers in the home.

9. New advertising program—six times as large as before—to make these flying carpets the basis of modern living for new millions.

In this report consider first:

From 1946 through 1952 sales

rose from \$31.3 to \$65.1 million.

Five years ago, when Lees first embarked on consistent, wide-scale advertising, sales of the industry's First Four (which reveal figures: A. & M. Karagheusian, Inc., one major contender, does not) were: Bigelow-Sanford Carpet Co., \$85.2 million; Alexander Smith, Inc., \$81.7 million; Mohawk Carpet Mills, Inc., \$62 million, and Lees, \$53.6 million.

After record volume in 1950 all four have tapered off. In 1952 they stood: Bigelow, \$67.2 million; Lees, \$65.1 million; Smith, \$62.6 million; Mohawk, \$57.1 million. This year, with Bigelow, Mohawk and Smith coming back after prolonged strikes, the race may be closer.



EASTWICK



McFARLAND



LEHNERTZ



EVANS



ASHER

ARCHANGELS: Among executives who keep "... those ... carpets" soaring are Joseph L. Eastwick, president; Joseph H. McFarland, vice-president in charge of sales and marketing director; Fred J. Lehnertz, general sales manager, carpet division; Homer H. Evans, director of advertising and promotion, and Carl R. Asher, advertising manager.

In both 1951 and 1952 Lees made the most profit. And for the five-year period 1948-52 Lees' net totaled \$20 million—against Smith's \$14 million; Mohawk's \$13.9 million and Bigelow's \$11.9 million. Other factors in Lees' favor, as of December 31, 1952, were the smallest long-term debt—only \$5.7 million; highest current ratio of assets to liabilities—5 to 1, and a \$25 million earned surplus, which was nearly \$7 million more than that of any of the others.

The others have been making carpets for a century or more, and have been advertising them for several decades. But for three-fourths of its life Lees was spinning yarn, primarily. Although it still makes and promotes knitting yarns, approximately 80% of today's dollar volume is in carpets and carpet yarns.

James Lees' Legacy

The company's present management are heirs-in-law of one James Lees who brought his knowledge of Yorkshire woolens here in 1842 and started a mill near Philadelphia four years later. Perhaps the firm name should have been James Lees & Daughter-in-Law & Granddaughters. When the founder died in 1887 sons Joseph and John let things lag. But when Joseph died seven years later his widow Maria and four daughters bought John's share. Among other steps, the energetic Maria brought in a son-in-law, Abram T. Eastwick. For six decades Lees has been largely an Eastwick operation.

Abram, a chemist, proved to be a leader and expansionist. Lees went into worsted. In 1916—just in time to serve patriotic ladies with yarn for mufflers for Doughboys—it introduced Minerva handknitting yarn. Then, increasingly, it concentrated on woolen yarns for carpet makers.

Business was growing. By 1925 it reached a record \$8 million. But it was built on too-few carpetmaker customers. When the largest of them decided to spin his own carpet yarn, Abram decided to go into carpetmaking. In 1928 Lees bought an established carpet manufacturer, Charles P. Cochrane Co.

The New Contender

Over the next two decades Lees expanded in carpetmaking—first through its Cochrane subsidiary, then as Lees-Cochrane Co. and then as James Lees & Sons. The trade grew to know and respect Lees. But throughout this period consumers bought its carpets more because of the store which sold them than because of Lees' own name.

Despite the depression, Lees was making some large plans. In an industry which still turned out its wares by pre-mass production methods, Abram and his son Joseph L. set out to build modern facilities and more modern products. High in the Blue Ridge mountains of Virginia they erected a streamlined mill for carpeting in the new broader widths. The mill was hardly rolling when World War II switched its output to cotton duck, worsted uniform and blanket yarns.

By then Lees had gained carpet distribution through 2,500 stores—mainly department stores in larger markets. But with no carpet to offer them, the name-building was again postponed. Still Lees managed to hold together the nucleus of carpet-making and -marketing forces. For them it began to make larger plans.

In 1946 things began moving fast.

Abram Eastwick retired. So did Peter P. Hagan, who had long helped him guide the company. Two veteran vice-presidents suddenly died.

... Joseph L. Eastwick became president.

Lees' stock was offered to the public—2,300 of whom now own it—and listed on the Big Board. But Eastwick remained in control. The Eastwicks and their relatives the Joneses (Spencer L. is secretary and Horace C. treasurer) still own a substantial amount of the shares outstanding.

Most of the 10 who direct the company have long been executives of it. The three "outsiders" all are veteran board members—an investment banker, the chairman of Philadelphia Electric Co., the president of Central Penn Bank of Philadelphia. Two are retired Lees' executives, and five actively manage the company. In addition to Eastwick and the two Joneses, they are Russell C. Gebert, vice-president and assistant to the president, and Joseph H. McFarland, vice-president and marketing director.

But expansion and development of new functions have brought new opportunities, and have infused old Lees with new blood.

New Sales Functions

McFarland had been a Lees' salesman. Advanced in 1946 to assistant sales manager, he was en route east to take this post when the sales manager died. He moved up an extra rung. Within a year he was made a vice-president.

In 1946 the then general sales manager had under him in sales operations an assistant sales manager, five division managers and 38 salesmen. Today, under McFarland, are a g.s.m., an administrative assistant, a commercial sales manager and four commercial salesmen, who call on contract buyers for hotels, offices and many other establishments; six division managers, and 54 salesmen who



SELLING-IN-THE-HOME: To get more family buying decisions, on the spot, Lees is helping more retailers to sell in the home. A lot of stores are using station wagons and carrying cases which Lees' has tested. Leesman Harold Lennemann shows them how.

work with retail stores.

In addition to greatly-broadened advertising, Leesmen today are aided by such new functions (for Lees) as market research, sales promotion, styling, consumer education and public relations. Among the men under McFarland today are Fred J. Lehnertz, general sales manager; Homer H. Evans Jr., director of carpet advertising and promotion; Carlton R. Asher, advertising manager; Howard M. Turner Jr., carpet sales promotion manager. Market research, directed by James Fitzpatrick, has become an arm of top management. Although Wilmer D. Cressman, p.r. director, reports to the director of industrial relations, he spends much of his time on marketing.

New Facilities and Products

Old Lees is modernizing. In addition to "the nation's most modern carpet mill" at Glasgow, Va., the company is expanding facilities at Bridgeport and Carlisle, Pa. From 1946 through 1952, President Eastwick points out, \$16 million was spent to "modernize our production, marketing and administrative facilities." In 1953 and 1954 the company is spending \$6 million more.

Business stirred up by showrooms and sales offices in 23 cities requires eight warehouses for larger stocks.

Until now the boon and *bête noire* of carpetmaking has been a distant sheep. Half of all raw material costs have been for wool—long-fibered

wool from the sheep of such places as Pakistan, India, Syria, South America.

And this wool has been a wildly-fluctuating commodity. In recent years its cost to the carpetmakers has ranged from 35 cents to \$2.35 a pound. Although the price has "stabilized" around 90 cents, they are trying not to get caught again. Wool is still essential to luxury carpets. But Lees, for one, also has introduced carpets of cotton and acetate and other synthetic fibers and fiber blends. In the process the line is being widened to reach from "Cadillac" to "Chevrolet" buyers.

So Many Don't Buy

A lot of families make out without carpets.

In fact, American families today buy less than half as much carpeting as did their grandparents.

In his annual report for 1947 Joseph Eastwick announced for 1948 "greatly expanded advertising activity." D'Arcy Advertising Co. had been named agency for "a program designed to increase consumer recognition of our brand-labeled products." Lees also was taking part in a program of the newly-formed Carpet Institute to check a long and "substantial decline in the industry's share of the consumer's dollar."

Between 1899 and 1952, while U.S. population was doubling, annual domestic shipments of carpets declined from 76.4 to 62.7 million

square yards. Even the peak shipments of 85.7 million in 1950 were only half as much per capita as 51 years before.

Over the 53-year period, however, says Market Research Director Fitzpatrick, the dollar volume rose from \$43.6 to \$378.6 million—after reaching a record \$536.7 million in 1950. On the "established" retail markup of 60% consumers would have spent \$620 million for carpets in 1952 as against \$70 million in 1899.

But all this was due to the fact that the average manufacturer price per square yard soared from 57 cents to \$6.18. Much of the dollar increase has come from use of heavier pile, requiring two or three times as much wool. But in the face of such lusty seekers-after-your-dollar as motor cars, electric iceboxes and TV sets—and improved hardsurface floor coverings—the carpetmakers may have priced themselves out of the market.

Lees has found that 78% of its customer-families earn more than \$5,000 a year. (SM's current *Survey of Buying Power* shows that the average net effective buying income per family in 1952 was \$5,086.) Older and longer-married people are better prospects. But although the wealthier buy higher-quality carpets, they have cut down a bit on castles. Proportionately, today, they spend more of their money for out-of-home recreation and activities.

More Reasons to Buy

But because everyone still must live and sleep and work and even play with a roof over head, the carpet people contend that they should do so with a carpet under foot. They are conceiving and promoting more reasons for carpet. In addition to luxury, style and harmonious *decor*, with carpet as the keystone, Lees stresses such factors as "safety underfoot" and "beauty underfoot."

In a new "commercial" brochure, Lees shows that "carpet belongs in every space that serves the public": Carpet offers "beauty, warmth and comfort"; reduces care and maintenance costs; makes for more efficient work and floor safety, and functions, in theaters and elsewhere, as an acoustical control.

This brochure reproduces the Lees' carpets chosen for the Senate office building in Washington, the steamship "United States," United's Mainliners and crack Pennsylvania Railroad trains; Lever House in New York and the Homestead in Hot Springs, Va. . . . as well as restaurants, stores, motels, offices, etc.

Lees' commercial business to car-

pet contractors has grown to more than 10% of its \$65 million total.

Coverage vs. Potentials

Through stores, too, Lees is reaching out.

The company sells direct to retailers under a "selective" distribution plan. Whereas Alexander Smith is estimated to have about 10,000 outlets, Mohawk 8,000 and Bigelow-Sanford 4,800, Lees still has only 2,600.

It would rather help fewer do more.

From big department stores in major markets, Lees' distribution has been expanded into newer or smaller outlets and markets, until today its carpets are being sold in all 601 "basic trading areas" in the country. Some dealers in fact are in towns of less than 10,000 population. Nearly all 2,600 carry other carpet brands.

A major problem of the last three years has been that of helping retailers to balance inventories. Especially after the start of the Korean war many stores, fearing mill shut-downs or shortages, overbought. This led to some price cutting. Today, although Lees' carpets are not fair-traded, usually stores in the same areas agree on prices. They are also buying more conservatively.

The present 2,600 outlets are similar in number but different in character from the 2,500 of seven years ago. Many of those, McFarland says, were "just names on the books." About 400 stores provided the bulk of the business. In fact, more than half of all Lees' sales still are done in the 25 largest markets. Largest accounts—after Sears, Roebuck, for which the company manufactures for private labeling—are J. L. Hudson, Detroit; L. S. Ayres, Indianapolis; R. H. Macy. Except for Sears, all of the carpet output is sold and advertised under Lees' name.

Non-productive accounts have been replaced. Lees also has been alert to the growing share of carpet business being done by furniture stores and floor-covering specialty stores. These stores have thrived in suburbs and other booming communities. Many department stores that built suburban branches, McFarland explains, "left their floor-covering departments downtown."

Lees seeks to build distribution in all areas proportionate to purchasing power.

Between 1950 and 1953 department-store accounts declined both in proportion to total accounts and in share-of-volume. Although the pro-

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portion of furniture-store accounts was smaller, their share-of-volume rose. Meanwhile, floor-covering specialty stores gained in both. The number of all other outlets, including contract dealers, rose substantially, but their dollar share fell off slightly.

In 1950 Lees introduced a sales-control system, and in 1952 a theoretical breakdown of sales quotas. Newer salesmen are put into "corners" which may have potentials. But although each Leesman's quota is a percentage of all the business needed to keep the mills going, the company

does not drive them. Their job primarily is to educate and serve retailers. As one executive puts it: "We worry about how a man runs his business."

The Building of a Leesman

Competent worriers continually are being developed.

Seeking recruits in Marketing, Administration, Engineering, Personnel and Manufacturing, Lees scouts colleges in the East and Middle West. A number of college graduates are

hired each year—including, currently, nine in Marketing. The company pays expenses of the applicants to Bridgeport, where they are interviewed in depth.

For all those chosen, for all departments, initial training is the same. In the first week of the six-month program they meet executives and departments at Bridgeport. A brochure, "Your Future with . . . Those Heavenly Carpets" tells Lees' history and functions; pictures mills, facilities, products; describes expansion since World War II. Thus the company "offers the college man an opportunity for an interesting and well-paid career." . . . In fact, all [5,000] employees . . . are constantly preparing for additional responsibilities."

After a week at Bridgeport, sales trainees spend four weeks learning manufacturing at Glasgow. Then they devote a week each to the Philadelphia warehouse; to style and design and the laboratory; to credit, customer service, market research, cost accounting and the contract department; to advertising, sales promotion, home decoration and public relations.

In-Store Training

With the 10th week they start to study stores. They visit one store of each of the three types at Bridgeport or nearby Norristown and the company's showroom in New York. For a fortnight each they work in a furniture, a department and a carpet specialty store, and for a week between each store they make written and oral reports on what they have learned.

Then, with experienced Leesmen, they attend sales training sessions. They go to Lees' Marketing Clinic for retail people at Glasgow; learn more about the Contract Department. In the final week they fulfill a market research assignment—making a field trip to get facts on their own.

Half of the training period is spent working in and reporting on retail stores. Lees emphasizes that "selling carpet requires thorough knowledge of markets and merchandising." Being a major purchase item (averaging perhaps \$500 per home) it calls for "aggressive selling and promotional effort at all retail levels."

Each of the six divisions—New York, Cleveland, Atlanta, Chicago, Dallas and San Francisco—embraces six to 12 sales territories. Although the average salesman has 46 store accounts, the number ranges from 20 to 100.

For six months beginners are paid



HARRY L. SHEDD, JR.
New England District Sales Manager, for the Borden Food Products Co.

"New England Is NOT ONE Big Market..."

"... instead it is a web of individual markets.

"And because New England is a web of individual markets, experience dictates caution, when analyzing wholesale trade figures in terms of where consumer sales take place," says Harry L. Shedd, Jr., New England District Sales Manager, for the Borden Food Products Co.

"For example: the Worcester, Massachusetts market is rated 26th best in the United States in Retail Grocery Sales . . . yet, most wholesale trade tabulations won't give it such distinction because three of Worcester's leading grocery chains (A&P, Stop & Shop and First National) have their warehouse and distribution centers in other localities.

"Thus, about 75 stores of these major chains do not contribute, generally, to manufacturers' wholesale trade figures for Worcester. When we wish to add promotional pressure to Worcester, we take this distortion of wholesale figures into consideration for the market's real worth in retail sales."

Local-Level Knowledge Is A Must For Top-Level Decision Making

This advertisement is published in the interests of fuller understanding of the Worcester, Massachusetts market by The Worcester Telegram, The Evening Gazette, and The Sunday Telegram. George F. Booth, publisher. Circulation daily, 154,490; Sunday, 104,308.



The Seattle Times—as always—is the best advertising medium in this important market of 675,699 people (latest A.B.C. City Zone Population). By all means, include The Seattle Times on your 1954 "A" schedules.



In Every Market
ONE
Newspaper is

TOPS

In Seattle
as always it's
The Seattle
TIMES

The Seattle Times

SEATTLE'S ACCEPTED NEWSPAPER

Represented by O'Mara & Ormsbee, Inc. • New York • Detroit • Chicago • Los Angeles • San Francisco

DECEMBER 15, 1953

★ A 25% Increase in Circulation



50,000

GUARANTEED

WITH THE

JANUARY • 1954

ISSUE

MORE COVERAGE IN A GROWING INDUSTRY

The Restaurant Industry is the nation's fourth largest business and GROWING! It now consumes 25% of all the foodstuffs produced in America.

"I have found most restaurant operators throughout this country keenly aware of the great fields before us. It has been predicted that our business, which in 1950 was the staggering sum of 13 billion dollars, would double in the next ten years. Fantastic as it may seem, our business has quadrupled since 1930, and most astounding is the fact that the latest figures show that in 1951 our business increased from thirteen to fifteen billion dollars, the unbelievable sum of 2 billion dollars, in one year. It is possible that today this figure may be 16 billion dollars. No other industry in our country can show such an increase."

From a keynote address delivered by J. Fred Vollmer, president, National Restaurant Association, at the 34th Annual National Restaurant Convention and Exposition, Navy Pier, Chicago, May, 1953.

COVERAGE WHERE IT COUNTS IN ANOTHER FAST FOOD OUTLET

GROWING with the industry is the industrial restaurant. It has become an important part of the commercial feeding market. In this outlet food sales are placed at 463 million dollars annually according to a National Restaurant Association estimate.

The majority of the 10,000 increased circulation will be in the industrial restaurant market and will also include the industrial caterer.

The balance will be in other larger fast food operations with particular reference to increased drive-in coverage.

★ **Advertisers Will Receive This Additional Circulation As a Bonus Thru The March 1954 Issue On Contracts Received By the End of This Year.**

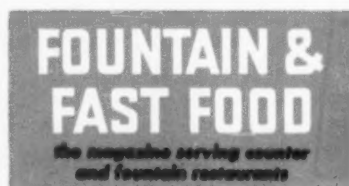
For 1954, space rates go up only 12½% in the face of a 25% uppage in circulation.

10% LOWER ADVERTISING COST

Even with the rate increase the cost per thousand of circulation has been reduced.

RESERVE SPACE NOW

Reserve for every month of 1954 so you will have consistent sales promotion in this fast-growing, lucrative, specialized market. By so doing you will also receive 30,000 bonus circulation at the old rates in the January, February and March issues of 1954.



**386 FOURTH AVE.
NEW YORK 16, N. Y.**



...an expanding magazine to serve and sell an expanding market.



\$300 a month. After they are assigned territories they receive salaries plus a bonus incentive tied in with volume. Allowance is made for those who work leaner territories, and men who make the most of them are promoted to better territories. Experienced Leesmen earn from \$5,000 to \$20,000.

Training goes on. After the first six months, McFarland explains, it is carried forward by district managers. In addition to spending about half their time on the road, helping Leesmen and their customers, the district managers also work to solve the men's personal problems.

"We don't have any 'orphans,'" McFarland emphasizes, "nor any 'orphan periods' in a man's development. Each man counts, from the start. In the first two years we invest in him about \$10,000. For the first 18 months probably he doesn't produce a cent for us. But he will. Already, he is a link in our chain to the customers. His main job is to help them. (We can buy manpower, but we can't buy customers.) In seven years only three men have dropped out during the training period.

The Stream of Information

District meetings are frequent, and the annual national meeting can be dramatic.

Last December Lees became the first business to "meet" over a closed-circuit TV hookup. (*Life* carried a picture story on it.) Simultaneously, in theaters of 17 cities, Lees' employees and stockholders and 15,000 dealers and their people saw and heard about products and plans for 1953. One performer was Kate Smith, whom Lees started to sponsor this year on network TV.

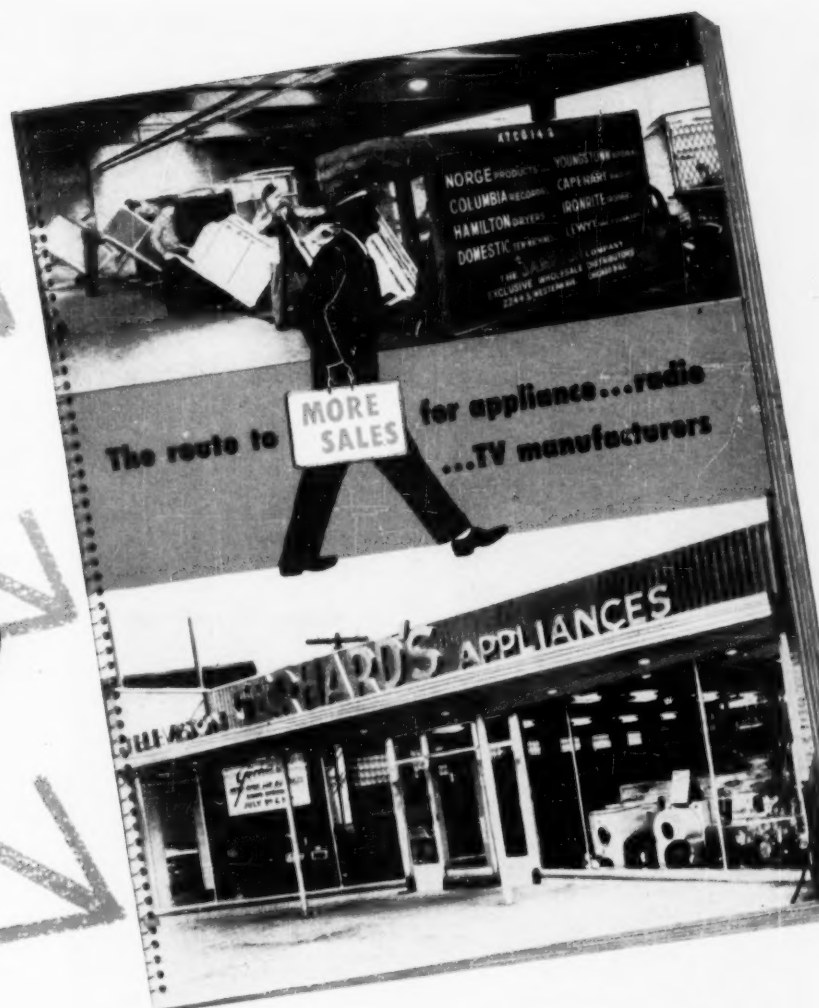
Among others at Bridgeport who send out to Leesmen a steady stream of information is P. R. Director Cressman. He edits such newsletters as "Lines to Leesmen," "Lees Retail Ad Clinic," "Contract Contacts," "Coming Dates & Events," "Monthly Carpet Newsletter," and "What's New Editorially for Lees."

A current issue of the last letter tells of pictures of the company's products the month before in such publications as *House & Garden*, *Bride's Magazine*, *Philadelphia Inquirer*, *Omaha World-Herald*, *San Francisco Shopping News*, and of stories about them in—among others—*Rug Profits* (Floor Covering Profits, effective January 1954 issue), and *Retailing*.

Lees is getting more paid space and time, too. Its own expanded efforts

SALES MANAGEMENT

Here's Help



for appliance-radio-tv-housewares sales and advertising executives

This book points up some of the problems one of your most important sales groups is now facing — your distributor salesmen and factory representatives. It gives summaries of six recent surveys showing how business is divided among three classes of appliance-radio-TV dealers. It shows how you can reach the three important sales groups in the distribution selling chain. And, of

course, it tells Electrical Dealer Magazine's story.

In view of current competitive conditions, we believe you will find this book helpful in your sales and advertising planning. For your copy, just contact our nearest sales office. The Haywood Publishing Company, 22 East Huron St., Chicago 11, Illinois.

ELECTRICAL DEALER

THE APPLIANCE-RADIO-TV SALESMAGAZINE



CCA NBP

SALES OFFICES:

CHICAGO 11,
22 East Huron St.
Whitehall 4-0868
Walter J. Stevens
Orrin A. Eames

NEW YORK 17,
101 Park Ave.
Murray Hill 3-0256
J. H. Thomson
William G. Dunn

CLEVELAND 15,
1836 Euclid Ave.
Prospect 1-0505
John E. MacArthur

WEST COAST
McDonald-Thompson
San Francisco
Los Angeles

Elected V.P.



Milton Kamen has been elected vice president of Max Udehl Sons & Co., Inc., New York City, manufacturers of men's clothing. He is one of 474,583 daily Wall Street Journal readers from coast-to-coast. To reach men who are stepping up in business, advertise in America's Only National Business Daily. What an advertising medium! (Advertisement)



How much influence does the **GOOD HOUSEKEEPING** GUARANTY SEAL have on women's buying habits?

The answer is in the new Crossley, Inc., survey. Send for it... write to Harry Chamberlaine, GOOD HOUSEKEEPING • Box 14, 57th Street at 8th Avenue, New York 19, N. Y.

in consumer media and business papers have been accompanied, in five years, by more than doubled store-paid advertising for its products. (The company provides newspaper mats and radio and TV commercials, but does not engage in co-op advertising with stores.) Today, 53% of dealers use Lees' newspaper advertisements—at a rate of 1,000 a month.

"Retail Ad Clinic" mentions a Seattle store's campaign for "... those heavenly carpets" in an employee newspaper of Boeing Aircraft Co. ... In a campaign mapped by Lees' advertising department, three San Jose stores promote "Iridescent" carpet at the same time. ... A Richmond, Cal., retailer runs an eight-page ad—partly on Lees. ... From Tacoma and Fargo to New York, stores report results from spot radio campaigns on them.

Selling-in-the-Home

Emphasis in "Lines to Leesmen" is on selling-in-the-home.

This year, in fact, Lees has thrown its whole weight behind it.

Although some stores—including Hudson's of Detroit, Ayres of Indianapolis, Gimbel's of Philadelphia, John M. Hunt of Omaha and Sunnlyland Furniture, Houston—have done this effectively for some time, many customers are just starting.

In a nationwide survey, McFarland explains, "we found that stores that were doing a good job with our products were doing some in-the-home selling." But only 47% of all accounts then were engaged in it.

Before the Home Furnishings Group of National Retail Dry Goods Association in Chicago last June he gave strong reasons why "our business should be great": In 10 years 70 million Americans have changed residence; hundreds of whole new communities have been built; employment and income were at peak.

Yet "in many department stores the floor-covering department has been losing ground or just holding its own. ...

"The main point," he told the store executives, "is not WHEN you want to sell, but WHEN and WHERE the public WANTS to shop."

Reasons for selling-in-the-home, McFarland said, are:

"1. There you show the product in its natural setting.

"2. You have a better chance of getting a family buying decision on the spot. (Joint husband-wife decisions determine more than half of floor-covering purchases, and nearly

half of brand choices.)

"3. The consumer feels extra consideration is due the salesman in her home because he has made an effort to get there.

"4. Buying decisions are made more quickly in the home."

The chances of clinching the sale there, in fact, are more than twice as great: For every 10 shoppers in the carpet department, the average store makes three sales. But in the home, "seven sales out of 10 calls is considered a good average."

Lees' new three-point program to help retailers invade homes embraces a direct-mail campaign to win prospects; a sales-training film showing how other stores sell there and what they gain from it, and a "Selling-in-the-Home" handbook for buyers and top managers of stores.

The program—pretested among Leesmen and some retailers—offers, among other things, a specially-built carrying case to keep samples from getting soiled and to make more efficient use of car space. A four-door station wagon was found convenient. All Leesmen now are equipped with these cars. Many stores have bought them too.

Profits-in-the-Home

Because retail carpet salesmen are paid on commission, McFarland says, "those who stir their stumps outside the store can easily increase their income by 50%."

A current count finds 1,252 of Lees' 2,600 stores doing some in-home selling. ... In the first few months they bought nearly 1,000 carrying cases. Proportion of store advertisements for Lees' carpets offering this service rose from 3% to 12%. In six months 189 stores had spent \$65,000 for the direct-mail campaign, to reach 300,000 prospects. By September—when this campaign won "best of industry" honors at the Direct Mail Advertising Association convention in Detroit—300 stores had put it to work.

The campaign was developed under S. P. Manager Turner, with Beaumont, Heller & Sperling, agency of Reading, Pa. It includes an offer of a color co-ordination booklet, "What Goes with What," by "Anne Mason—Home Decorator for Lees' Carpet." ("Anne" is all Lees' people engaged in consumer education work.)

The store manager sends a memo to the prospect offering "this helpful booklet." Then the prospect receives a card: "467 women thanked us for this helpful free booklet." Then a

store salesman sends a card or telephones to offer the "famous Anne Mason Giant Color Chart." This "stands three feet high, so I cannot mail it. But I'd be happy to bring it to your own home, or show it to you here in the store. . . ."

Meanwhile, letters from Turner to store salesmen tell about the campaign, and show them how to step up their carpet commissions.

The whole program is covered in a brochure, "Heavenly Profits under Foot"—which reveals the trend toward in-home selling and sales results of stores already active in it; gives instructions for sales meetings on it; tells how to select, train, schedule, compensate and transport in-home salesmen, and how to find, follow and close leads. A self-analysis quiz helps the store salesman to check on his own in-the-home progress.

As a result, some retailers report closures in 80 to 90% of calls. . . . One's home sales average 62%, against 16% in the store. . . . Another says that in the home it can sell more customers on carpeting wall-to-wall.

A veteran Leesman who likes to fish tells store managers that in order to do so, he must get the equipment, get a boat and get out to the fishing grounds. He has found that the fish would never come to him!

Stronger Sales Promotion

Launched as a separate function in 1949, Sales Promotion now gets one-fourth of the over-all advertising-promotion budget. From "merchandising the advertising," it has expanded to cover a wide range of work for dealer development.

One phase is a series of five three-day clinics at the Glasgow mill each season, for store owners, buyers, retail salesmen and others. Fifty or more people take part in each clinic—the stores paying their expenses. (Dealers in the Minneapolis area recently chartered a plane for their contingent.) Lees executives lead discussions, which are primarily concerned with production processes and products.

Other current stimulants are a "flexible, multi-purpose advertising mat," which can be cut from four columns to one; a display, including samples, for cotton carpets (\$14.50); the home-selling carrying case (\$7.50), and two versions of "What Goes with What"—the booklet and an elaborate hardcover book.

The latter clarifies the "philosophy of modern"; offers a check list "to determine your color personality."

Better See H&D!

America's Favorite



H&D

HINDE & DAUCH

**SELL MORE IN THE
SOUTH'S
No. 1 State!**

*You Hook a
BIG Market
With—*



Retail Sales

of
\$625,075,000*

for
WINSTON-SALEM'S

WSJS

**15-COUNTY
MARKET**

*Sales Management,
1953 Survey of Buying Power

A Recent Pulse Report shows
WSJS, the Journal-Sentinel Station,
FIRST in the morning—FIRST in the
afternoon—FIRST in the evening!
For the finest in AM-FM coverage,
it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.

It shows a woman how to make "your own analysis of how you live," and how to plan the home areas for family living, television, food preparation and serving, etc. She is told about "backgrounds" (walls and ceilings) and care of carpets. Diagrams help her to push furniture around, and three graph pages to plot the rooms. But she is duly warned:

"Don't forget—your husband lives here, too!"

Kate Smith recently made three offers of the big book for \$1 and drew 6,000 requests. . . . After several years at an annual rate of 500,000, distribution of the booklet this year will reach 750,000.

The Anne Mason service, Turner explains, has become a complete home decoration program. Initiated early in 1947, as the result of a request from F. & R. Lazarus store, Columbus, for help on "special events," the service has made a total of 372 presentations before 48,266 people. Five "Anne Masons" are now staging shows across the country.

Celestial Advertising

Lees used to think it was doing "national advertising," Homer Evans says, "when we ran a couple of ads a year." The advertisements themselves were dignified—but undistinguished.

Since then both quantity and quality have been stepped up.

Between 1947 and 1952 expenditures for consumer media were boosted 589%. They are larger this year, and will be more so in 1954. The \$1 million for three media in 1953 was divided: \$500,000 for TV, \$350,000 for magazines, \$150,000 for newspapers.

Before the Association of National Advertisers in Chicago last September Advertising Manager Asher told how ". . . those heavenly carpets"

advertising came to be born:

"We were established manufacturers that everybody knew about—*except the public*. They already liked our carpets, but we needed an immediate program to start winning consumer acceptance of our name."

First, it was decided "to make every advertisement distinctively *Lees*." Not only must the advertising itself be different from that of other carpetmakers, but *Lees* should not be confused in the public mind with *Lee*—Lee tires, Lee hats, Lee overalls, and "even riverboats and generals." Also, Asher said, "we needed to fasten an easily-remembered phrase onto our *LEES* to give our name personality, flavor, rhythm and a meaning all its own."

The slogan picked was ". . . those heavenly carpets by *LEES*."

Then to make every ad a carpet ad, the braintrusters conceived a "flying carpet" idea, plus a "swatch treatment" of the carpet's edge, showing the Lees' label.

Color and an amusing light touch, provided by Illustrator Jan Balet, suggest prestige and fashion leadership. But because carpets are a major family expenditure, realistic photography in each advertisement also shows actual texture. Still, Asher explained, "the whole effect is that of light-hearted emotion and happiness which every normal human being should get as soon as he sets foot on a Lees carpet."

For the enlarged campaign, general and "shelter" magazines and larger-city newspapers were scheduled. Leesmen showed retailers how the circulation broke down in their areas. A slide film described the campaign, and merchandisers and mat books helped stores to add their promotional weight to that of the "new" Lees.

In February 1952 the company embarked on television—with "Meet the Masters," a half-hour NBC show



which introduced many musical maestri to the medium. . . . Perhaps the masters were too highbrow for the masses. In any event, this year, Lees has gone to the other extreme: sharing sponsorship of Kate Smith Monday afternoons on NBC-TV. The cost of six participations to Lees is \$48,000. NBC promotes Kate as a big bargain.

Whoever else may share her, Lees sees to it that Kate personifies *those* carpets. In other media, of Lees and its store customers, she exclaims her "love" for them and urges the monthly special. (Recently, "Iridescent," "Sierra," "Horizon" and the new "Nimbus" cotton carpeting.)

Magazines scheduled by Lees this year—mostly for two spring and two fall insertions—were *American Home*, *Better Homes & Gardens*, *House & Garden*, *House Beautiful*, *The Saturday Evening Post* and *Sunset*. *Brides Magazine* got one insertion last summer.

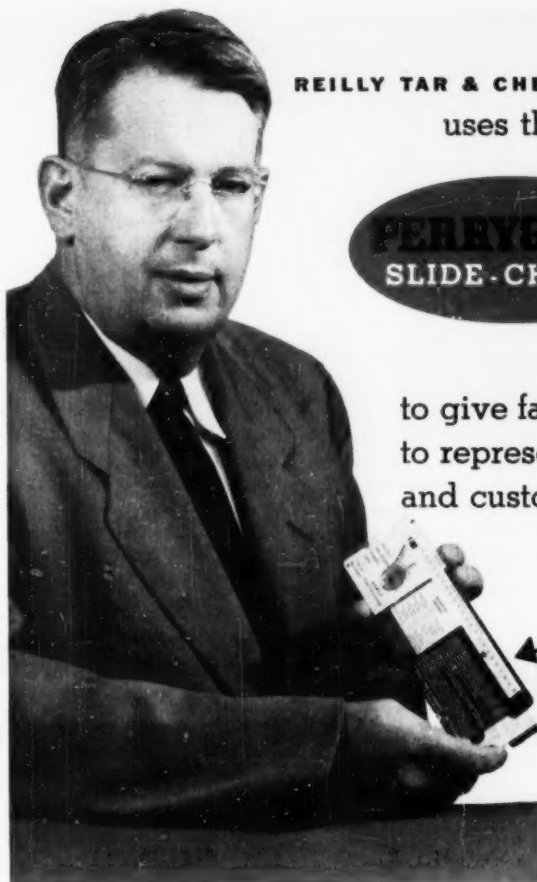
Because even TV bargains cost money, a list of 51 Sunday newspapers which received one 1,000-line shot last spring, was cut in September to 26 and in October to 22. In 1954 magazines and television will be continued. Newspaper plans have not been made.

But in many directions James Lees' heirs will be pushing upward. . . . They are sure that flying carpets will be just the thing for the new jet-propelled age.

And besides, don't we all want to rate a ticket to Heaven? **The End**

Good Will: Good Customers

"Bad, indifferent, arrogant and offensive treatment of the public seems to be a by-product of good business conditions. The better the business—the poorer the selling. I don't advocate a first-class depression but at least it would have the effect of making businessmen and their employees appreciate a customer more, treat him better. Because in bad times customers are so much harder to get. Back in the thirties we had some real selling in all lines of business because the nature of our economy demanded that we sell well—or else." **Walter F. Terry**, v-p, Calvert Distillers Corp., to National Licensed Beverage Association.



REILLY TAR & CHEMICAL CORP.

uses this

PERRYGRAF
SLIDE-CHART...

to give facts
to representatives
and customers

says—

J. H. Barnett, Jr.
General Sales Manager

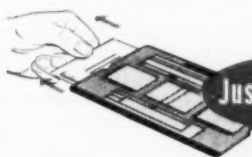
IT IS SIMPLE TO USE, ACCURATE AND ECONOMICAL

When customers want to know how much Reilly Armed Protective Coating Coal Tar Base Enamel is needed for a pipe line corrosion protection job, they just pull the slide of their Perrygraf Slide-Chart . . . no fumbling through pages . . . no figuring . . . but accurate information on the spot instantly . . . guessing is eliminated.

Perrygraf Slide-Charts serve customers better . . . better presentation of information . . . more convenient . . . a big aid in dispensing facts.

Speed up the explanation of your product . . . use this modern method . . . send information regarding your product and we'll show you how a Slide-Chart can be made and tell you how much it will cost.

This information will take only a few days.



Just pull a slide...



or turn a disc...

PERRYGRAF
SLIDE-CHARTS

Designers and Manufacturers **PERRYGRAF CORP.**

1502 Madison Ave. Maywood, Illinois • 1072 Gayley Ave., Los Angeles 24, California
Representatives in Principal Cities



THERE'S PLENTY OF "YOU" in every sales presentation made by the men who represent General Telephone Directory Co. Prospects are often astonished at the information these men have at their finger tips. Here Eastern Sales Manager Owen Stayner presents to W. A. Townsend, president, Des Plaines Motors, the findings in one of the numerous surveys GTD compiles to prove the pull of its medium.

As told to David J. Atchison
BY WARREN A. ROLPH
 General Sales Manager,
 General Telephone Directory Co.

How "Hard Goods" Sales Methods Sell Directory Advertising Space

Unlike other space salesmen, the men who represent General Telephone Directory Co. have no editorial content to capitalize. But intensive pre-call preparation enables them to talk with each prospect in terms of his own problems.

If you're in an unusual type of business that sells intangibles, you must use "hard goods" methods to make it a successful business.

What could be more of an intangible than the selling of advertising space in the Yellow Pages of telephone directories? With more than 185,000 advertisers currently appearing in directories printed by General Telephone Directory Co., Des Plaines, Ill., with another 350,000 prospects throughout the nation, our sales department is faced with what is the largest mass advertising job of any company in the independent telephone directory publishing field.

Our directory firm sells the advertising, compiles, prints and delivers directories for each of the companies within the General Telephone System (non-Bell system), and for many other independent telephone companies not a part of this corporation. In carrying out this objective, the

company has developed a sales organization and program unlike that of any other business in the U.S.

Are we making a go of it, with "hard goods" methods? In 1936, our first full year of operation, gross revenues for our customer telephone companies amounted to approximately \$186,000. This year started with our goal set at the \$7 million mark. To produce this kind of revenue, a sales organization has to operate efficiently.

The sales activities of the Directory Company are divided into four broad areas of operation:

1. The sale of the company's services to independent telephone companies.
2. The sale of classified advertising space in directories already under contract to the Directory Company.
3. The sale of trademark and trade name advertising.

4. The maintenance of good working relationships with independent telephone companies served by the Directory Company.

We used to think of ourselves as "space salesmen" until we discovered that unlike other types of advertising media we had no editorial nor entertainment material to attract readers to the back of the directory. We could only hope to attract them through the completeness of items listed in the Yellow Pages. If users find what they are looking for, they probably will get the Yellow Page habit. If the classified section is incomplete, and they can't find the products or services, we will lose regular users.

Selling advertising in a telephone directory differs from space selling in other respects. Where most space salesmen concern themselves solely with the marketing problems of perhaps one or two prospects in a community, we're vitally concerned with the marketing problems of every dispenser of goods and services in every town we serve—and with the general welfare and progress of these towns as well.

When one of our sales units has completed the canvass of one of the more than 2,500 communities we serve, the men can probably tell you more about the economic and social growth of the town—the soft spots in

REVERE WARE *No finer gift...*

Kitchen Jewel Chest

REVERE WARE color page

GULISTAN

GULISTAN CARPETS color page

DAYSTROM

DAYSTROM FURNITURE color page

Save all the hard work—
and cut the TIME of hand beating

4495

**...with the NEW
G-E Triple-Whip Mixer**

GENERAL ELECTRIC

GENERAL ELECTRIC color page

HOLMES & EDWARDS

INTERNATIONAL SILVER page

We are advertised by...

our advertisers... These five advertisements from the November issue indicate the market that enterprising national advertisers have found among subscribers to **SUCCESSFUL FARMING**... Nine out of ten SF families are on farms—with an annual average cash income of around \$10,000... a huge bloc of buying power!

After twelve years of good prices and good profits, SF families are living better, and can afford new comforts and conveniences. The remodeling of farm homes on an impressive scale, and the high rate of new home building, afford an enormous new market for house furnishings, furniture and appliances.

SUCCESSFUL FARMING offers not only a major class market... but balances national advertising schedules, supplies strength where general media coverage is weak.

Ask any SF office for the facts!

MEREDITH PUBLISHING COMPANY, Des Moines...
New York, Chicago, Cleveland, Detroit,
San Francisco, Atlanta, Los Angeles.



business and the places that are booming—than any economic report you can lay your hands on. They just couldn't do their jobs properly and not find out about these things. And what they learn this year will be put to work when they canvass the town again next year.

In addition, our supervisors visit each telephone exchange in advance of the canvass to gain the latest information, as local businessmen have come to expect us to furnish them statistics which will help them formulate their plans. Thus our operation is further complicated by the fact that we are not working for ourselves alone, but for the local telephone companies as well. Since they will share in the revenues produced by our salesmen, the telephone companies have a vital interest in how we conduct our affairs in their towns. Our salesmen must, in addition to following the techniques of their primary obligations, be ambassadors of good will for local telephone companies.

Reasons for Success

Much of our success is directly dependent on the favorable impression our salesmen create on behalf of the telephone company itself.

To a degree, at least, a competent salesman for the Directory Company must be a combination salesman, advertising account executive, copywriter, artist and diplomat.

We've been fortunate to be serving suburban areas where much of America's growth has been taking place. Even so, increasing directory revenue is different from installing new telephones. Each dollar of our revenue must be produced by our salesmen. They must get out and sell by creating desire for our "product." They must sell advertising programs which will produce *results*, as the sales representative knows he must face the advertiser next year.

Future gains in revenue must come largely through increasing present advertisers' space. Only a small percentage of firms are without some representation in the Yellow Pages. And our money doesn't come in big batches of tens of thousands of dollars at a time. Rather, it represents the aggregate of almost a millennium of small accounts stretched over 34 states; business that amounts to from 25 cents to \$25 a month. We do, however, have many firms that obtain results which justify expenditures of up to \$500 a month in a single directory.

It is obvious, then, why it is necessary for our sales organization to be

well organized and imbued with the spirit to work.

Our sales department is no Topsy. We have encountered many problems over the years unique to our type of business, many of which are familiar to sales organizations the world over. Our solutions to these problems are largely applicable to almost any type of business.

There's nothing that smacks of the "hunt-and-peck" method when one of our sales units moves in to canvass a community—for the first or the tenth time. The men know the name and location of every business in town, what their advertising program has been in past directories and what may reasonably be expected of them now and in the future.

(Generally speaking, a sales unit is comprised of four salesmen and a supervisor. In most instances, they are assigned as a group, to a single town at a time. In some cases, extremely small communities may be served by one or two men from a unit. Then we are able to cover several communities at one time with one sales unit. Larger cities, such as Long Beach, Cal., or Erie, Pa., may require six or seven units which stay three or four weeks.

(Regardless of the size of the community, or the number of men involved, every business in town with a telephone has been contacted and given a definite "yes" or "no," answer by the time the unit is ready to leave.)

Make Comparisons Sell

Men in the sales units are backed up by information about what similar businesses have done and are doing in similar communities. They have at their disposal the findings of numerous surveys which have established the effectiveness of the Yellow Pages as a shopping medium. They know what's been going on in the community in the last 12 months: population increase; number of telephones; buying power; bank deposits; new industries; programs designed for the general public welfare.

We attempt to lay before each prospect the facts vital to his business welfare. It's the "hard way" which means burning the night oil preparing for the call. But it's based, insofar as possible on personal analysis of a personal problem. We've found that it's an approach that's difficult to turn down.

Most Directory Company salesmen are hired as a result of company advertisements. A few come in "cold." Others may come in after they've con-

tacted other salesmen or company employees, or through reliable employment agencies. Previous sales experience is usually required, although exceptions may be made. As a rule at least two years of college training is necessary, although a number of our best men have a high school diploma only.

Most of our salesmen are in their thirties, and the company prefers that they be married and have a family. Before the salesman is hired, his wife is interviewed by the supervisor or by the sales manager.

Salesmen's Incentive

Several of the benefits (retirement plan, for example) have more appeal for the wife than for the prospective salesman. All salesmen receive salary, expenses while traveling and incentive pay. We have learned that security is one of the basic requirements of young men who enter the sales field, and insofar as possible our company attempts to provide that security.

What happens to the salesman once he's hired? First, he undergoes a three-weeks' training program in the district office to which he is assigned. The program is complete. It covers everything from familiarity with the company and the techniques of Yellow Page advertising, to practice sales calls under the careful supervision of supervisors and area sales managers.

The Directory Company uses visual aids extensively in its training program, including illustrated lectures, training films and sound recordings of various types of sales approaches. Following this period of training, the salesman is assigned to a unit and works in the field, guided by his supervisor, for a period of several months. Following this, he is brought back into the office for a week's "retraining."

The company uses this procedure because it believes that the experience of several months on the road will make the week's final training considerably more valuable. Included in this retraining program is a series of examinations which give a clue to the man's progress. Within the next two months, a decision about the new salesman is made.

If he receives the full endorsement of his supervisor and the sales manager he is regarded as a full-time Directory Company salesman. If his superiors believe that he lacks certain abilities, he is usually dropped at this point.

Veteran salesmen and supervisors are not left out of this retraining pro-

In
CHICAGO, ILLINOIS

(pop. 3,620,962)

Supplying Chicago's expanding growth areas are many lumber and building material supermarkets like Gee Lumber Company.

or
CLOVIS, NEW MEXICO

(pop. 17,318)

At Clovis, New Mexico, this BSN lumber and building material supermarket serves a wide area—residential, farm and ranch.

**... Where can
you find
better dealers
than these?**

If you aren't already acquainted with today's lumber and building material supermarkets — the preferred one-stop buying source of a steadily increasing number of home service products — you should be!

In metropolitan shopping centers or thriving small town markets (where cost of traveling salesmen is prohibitive) building material supermarkets supply the needs of 100,000 contractor-builders and 46 million families and farmers. They are ever alert to new lines and products—the buying center for the "Build-it-Yourself" market.

There are more than 20,000 building material dealers reading BSN—and they average \$356,000 of sales annually . . . many of these the biggest merchants in their communities with annual sales in the millions.

If you manufacture adhesives or axe handles, flooring or floor polish, homes or home appliances, hand tools or power tools, garden seeds or garden furniture—let us tell you how you can get them to the buying attention of BSN's dealers who sell—and don't overlook BSN's more than 2,000 top wholesalers!



**BUILDING
SUPPLY NEWS**

5 South Wabash Avenue, Chicago 3, Illinois

gram; they are required to take a week's "refresher course" each year. This means a "student body" of 100 salesmen and supervisors.

In advance of a sales program in a city, sales envelopes are prepared for each customer and prospect. These envelopes contain all the necessary background on each client. In addition to the data on what similar concerns do in other localities, and the client's current program, the envelopes contain prospective copy, proofs of all current display advertising and information regarding the use of au-

thorized trade names and trademarks. This material is forwarded to the sales area for the salesmen.

When a sales unit moves into a city, the town is divided among the men, each assigned to a territory that is expected to yield revenue equal to that given others. Each man, armed with the informational material, is required to work up and sell a recommended program.

The interview is not canned, but follows a carefully outlined plan. This planned sales talk falls into five general steps:

1. Selling the interview by building prospect's interest in listening to the salesman.

2. Fact finding. Here the interview is turned over to the prospect. He is encouraged to discuss his business, particularly his problems and goals. The information gained here will be applied in the latter stages of the interview, and will also be incorporated into the company's fund of knowledge about the town and its business conditions.

3. Sales presentation—the "story." The desire to be properly represented in the Yellow Pages must be created if a sale is to be made. In this phase of the interview, the Yellow Pages as a vital aspect of the business man's program is sold. Usage surveys and other sales aids are extensively employed here.

4. Presentation of the program. Here the prospect is presented with a definite directory program. The salesman has been building toward this since the interview began. He presents his program, which was drawn up prior to the call, complete with copy and layout. But all may not run smoothly at this point. Suppose that the fact-finding phase of the interview revealed something that would knock this part completely out? It is the salesman's responsibility to build a new program on the spot. It's one of his toughest assignments and one that separates the men from the boys in the company's sales organization.

5. The close. Here the order for insertion is written and the effort is made to get the prospect's signature. The company discourages call-backs. The salesman is expected to be able to conclude his sale in one call. The average length of the interview is 30 minutes, depending on problems encountered.

We are only agents for the telephone companies we serve, thus much of our success is directly dependent on our salesman's "sales personality" which determines the prospect's attitude toward the local telephone company. A more direct benefit to the telephone company is that it is freed from the bothersome — and highly costly — problem of supervising directory production which would require a trained staff to do the job. The Directory Company, through its accumulated years of know-how, is in a position to do a quality production job at consistently less cost than the individual telephone companies.

We are now printing 500 separate directories for 150 telephone companies who furnish telephone service to more than 1,850,000 subscribers.

The End



**Salesmen
Moved
Easily!**

Salesmen or other key personnel, when transferred, appreciate a complete move by North American Van Lines. Just call the local North American Van Lines Agent. Let him do the work . . . packing, moving and unpacking. On-time delivery . . . where you want it, when you want it! This makes the move easier for the salesman and his family! North American is also the better way to move Trade Show Exhibits and office equipment. Get a "Survey Service" estimate. No obligation.

Call Your Local North American Agent!

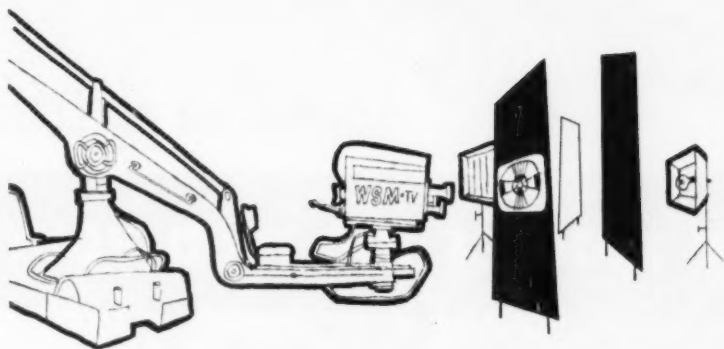
Consult your classified phone book



Dept. SM-26, Ft. Wayne, Indiana



**AMERICA'S LEADING LONG
DISTANCE MOVING ORGANIZATION**



a TV picture developed in Radio

This is a television advertisement that begins with a statement about radio.

Or to be exact—about a specific radio station, WSM.

Never has any radio station been so publicized in so many national magazine stories. The Saturday Evening Post—Collier's—Wall Street Journal—American—Coronet—Nation's Business—New York Times Magazine. These are but a few of the journals which have told the WSM story of talent, production know-how, technical facilities. To quote one, an excerpt from Collier's: "The Nashville muse has won the entire nation . . . If the rest of the radio industry is in the doldrums, WSM has more business than it can handle . . ."

Our point is this—

The formula for success that has built WSM into its unique position in the radio industry has been used in shaping the future of WSM-TV.

We have the writers, the producers, the unique talent staff of over 200 nationally famous stars who now are on the combination WSM and WSM-TV payroll.

We have the technical skill developed by the radio station. As proof, witness the longest privately owned TV micro-wave relay in the world which our engineers built from Louisville to Nashville to bring network TV to this market 3 years before the cable could be completed.

We have the know-how which has enabled WSM to become the only radio station outside New York—Chicago—Hollywood production centers which during the past year originated and fed over 1200 network shows throughout the nation.

For four years now a maximum effort—both creative and financial has gone into the building of WSM-TV into a dominant entertainment and advertising medium. As a result we make this suggestion:

If you as an advertiser or agency time buyer are interested in reaching the 132,630 television homes (impressively larger than the daily circulation of either Nashville newspaper) contact us or any Petry Man for additional details. We believe you will discover that WSM-TV is a station that is unusual in its selling power—the Number 1 television station in a prosperous market.



WSM TV

NASHVILLE, TENNESSEE

To sell the Central South . . . WSM RADIO

For concentrated selling in the
Middle Tennessee Market . . . WSM-TV

PLANT
REQUISITION

F 1727

regardless of title

Mill & Factory reaches the men your



salesmen must see to sell!

It's the signature that counts... not the title

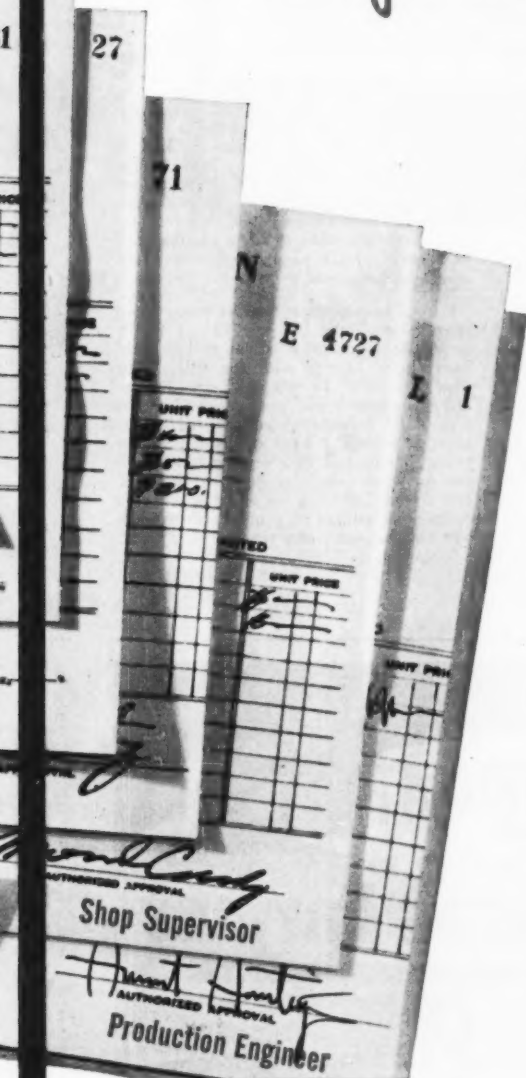
When your salesmen call on industrial plants, they personally know the men whose "OK" means an order. They know that the actual buying influences can be located only after *repeated plant calls*, because titles and buying patterns vary from plant to plant.

MILL & FACTORY operates on the same sales-contact principle. Throughout industrial America, 1,645 sales engineers know the specifying and buying patterns in plant after plant. They build and maintain MILL & FACTORY's reader circulation on the basis of these repeated personal contacts.

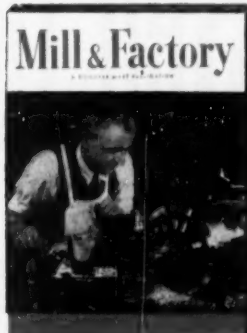
That is why your advertising message in MILL & FACTORY exercises *maximum impact*—paid copies go directly to the men your salesmen must see to sell—carefully selected men with *proven buying influence*.

A CONOVER-MAST PUBLICATION

205 EAST 42nd STREET • NEW YORK 17, N. Y.

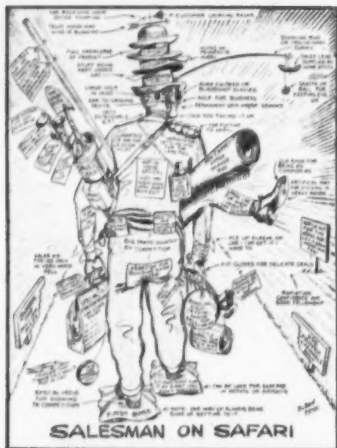


NBP



CCA

Dear Editor . . .



"SALESMAN ON SAFARI"

Editor, SALES MANAGEMENT:

I have just seen a "terrific" cartoon . . .
"Salesman on Safari."

JOHN REIS
Gaylord Container Corp.
Glastonbury, Conn.

I can't remember when I enjoyed a cartoon on a salesman as much as this one.

D. A. BLOMGREN
Divisional Sales Manager
Winthrop-Stearns Inc.
New York City

"Salesman on Safari" . . . is a honey.

BERT BEDUHN
Advertising Manager
Paragon Electric Co.
Two Rivers, Wis.

. . . a very clever cartoon.

A. D. ERICKSON
Vice-President and Sales
Manager
Display Fixture Division
C. E. Erickson Company, Inc.
Des Moines, Ia.

We were very much amused . . . we
would like to furnish each of our sales-
men with a copy.

J. H. STUTT
Regional Sales Manager
Finishes Division
E. I. du Pont de Nemours
& Co.
Philadelphia

I've got to have reprints.

Arthur W. Beeson
Vice-President
Edwards
The Shoe for Children
Philadelphia

Mr. Frye certainly hit the nail on the
head. . .

JONATHAN I. CLEMENT
Southern Regional
Merchandising Manager
Owens-Illinois Glass Co.
Atlanta, Ga.

By this time I presume you have had
quite a number of requests. . .

J. B. MACKAY
Asst. Manager
for Consumer Selling
Building Products Div.
Johns-Manville Sales Corp.
Chicago

. . . would appreciate advising me the
address. . .

ROBERT SHAUL
Ohio Plate Glass Co.
Toledo, O.

(Hundreds of your fellow readers have
showered us and the artist, Eldon Frye,
with requests for reprints and for right to
reproduce "Salesman on Safari," which
appeared on page 27 of SALES MANAGE-
MENT for September 1, 1953. For framing
size reprints (50c each) address Eldon
Frye, Box 475, Del Mar, Cal. For Mr.
Frye's sequel, turn to page 27 of this issue
and see "Purchasing Done Here."—The
Editors.)

FUMING FOR FIVE YEARS

Editor, SALES MANAGEMENT:

I read on page 15 of your November
10th issue an editorial [Personal Selling
Dead?] that is certainly long overdue.
Frankly, I am fed up with the wise-cracks
of people who have never rung a thou-
sand doorbells, or been tossed out of a
thousand retail stores.

This week a retail story appeared in
The Wall Street Journal about the pro-
gress of General Foods from 1935 up to
this year. In this luminous document is a
statement by Mr. Igleheart which follows:

"The point that is seldom realized is
that it costs General Foods \$1.75 to get
a salesman into a store. His job is not
one to sell General Foods merchandise,
but do the over-all merchandising job that
will enable the store to sell a minimum of
\$7.00 more of GF products than it would
otherwise have sold."

I have been fuming for five years about
your "moan," and the past June 1 finally
finished a manuscript which will be pub-
lished next March with the title, "Any
One Can Sell." In this book are 74 case
histories of men and women who have at
some time or other been exposed to my
idea of selling. I have contended for 40
years that no one ever sells anything. All
you do is explain your goods or services,
and if they measure up to your claims a
certain percentage of people are going to
buy and you can't stop them.

FRANK E. FEHLMAN
Advertising Counsel
New York City

to Sell The Kansas farmer

Buy the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS —
LARGEST AGRICULTURAL PRESS IN THE WORLD

Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



SHORT COPY . . . sales up 400%



"Outdoor Advertising gives us timely exposure, complete coverage and a high degree of repetition of our package and sales message in full color while our prospects are on the way to shop. In just three years, Krun-Chee Potato Chip distribution has broadened greatly and sales have increased over 400%."

Paul Zuckerman

PAUL ZUCKERMAN
President
KRUN-CHEE POTATO CHIP CO.
Detroit, Michigan



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising—sponsored by

The Standard Group OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIR & FERRIS CO., INC.
ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO.
PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
CONSOLVO ADV. CORP. • LEHIGH ADV. CO. • MARYLAND ADV. CO. • AMERICAN ADV. CO.
VERMONT ADV. CO. • STARK POSTER SERVICE • DONNELLY ADVERTISING CORPORATION OF FLORIDA
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK CITY 22



The Philadelphia Inquirer

Mail order must produce results...

So mail-order advertisers choose

THE INQUIRER in America's 3rd Market!

Just one thing about a newspaper attracts and keeps mail-order advertisers... *results!* And advertisers in the mail-order pages of THE PHILADELPHIA INQUIRER find their mail boxes full of requests for their products. They've measured INQUIRER results in dollars and cents. For more than 20 years, many advertisers have used THE INQUIRER continuously—and new business-getters join them every week.

National and local advertisers in America's 3rd

Market, please note! INQUIRER mail-order returns point to the pulling power of *all* advertising in THE INQUIRER. In the pages of this newspaper, your product will be seen and sold... at lowest cost throughout booming, bustling Delaware Valley, U.S.A.

More and more, wise advertisers and media men follow the example of market-wise mail-order men. They're scheduling bigger sales for their products by scheduling more space in THE INQUIRER... number-one newspaper all over Delaware Valley.



DELAWARE VALLEY U.S.A.

The Philadelphia Inquirer



The Voice of Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Anderson 3-6270

DETROIT
GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK & CHAMBERLIN
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK & CHAMBERLIN
1127 Wilshire Boulevard
Michigan 0259

MARKETING PICTOGRAPHS

Planned by

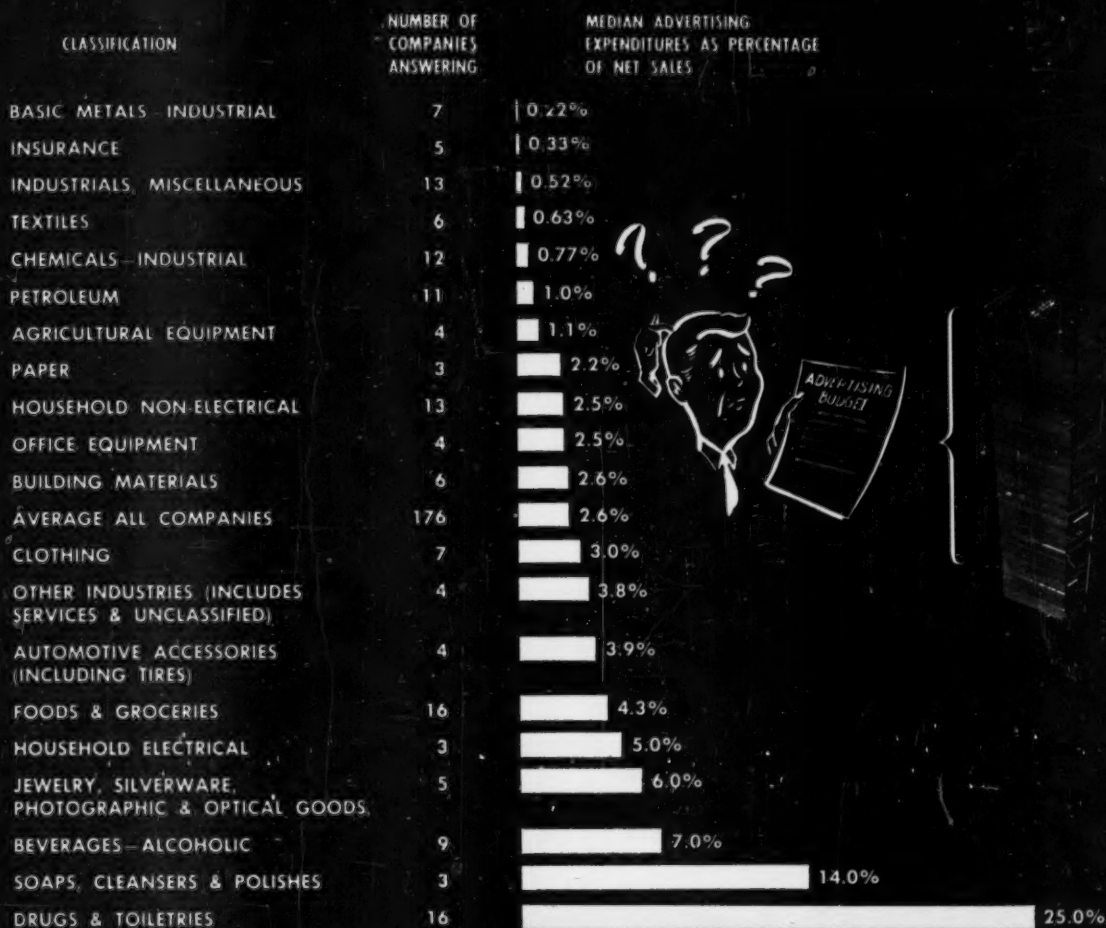
Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

ADVERTISING AS A PERCENTAGE OF NET SALES

Member companies of the Association of National Advertisers (176 of them) reported on 1953 advertising expenditures as a percentage of 1953 net sales. The Association has reduced these to median percentages, and the 4.3% for foods and groceries, for example, means that half of the reporting companies spent more than that figure, half spent less.

What an industry may be spending for advertising is not necessarily an index to be followed by a specific company within the industry. What is needed to do the job—that is the best way to set a budget. Both the short-range and the long-range goals must be considered—also such factors as degree of acceptance and use, supply and demand, the break-even point, etc.



PICTOGRAPH BY
Sales Management

12-15-53

Source: Association of National Advertisers, Inc., New York City

***In Los Angeles—
the World's Greatest
Automotive Market***

With more than two million passenger car and truck registrations and automotive sales exceeding a billion dollars annually, Los Angeles County is the prime market in the nation and the world for advertisers in automotive and allied fields.



This is the Paper for You

The Los Angeles Times is first in its field — publishing more automotive advertising than any other newspaper. Other firsts for The Times include: Total Advertising, Display, Retail, General, Department Store and Classified Advertising, as well as total Daily and Sunday and home-delivered circulation.

**REPRESENTED BY CRESMER AND
WOODWARD, NEW YORK, CHICAGO, DETROIT,
ATLANTA AND SAN FRANCISCO**

GROCERY SHOPPING HABITS...

NEGROES VS. WHITES



Manufacturers of nationally branded grocery products can help determine whether they are effectively reaching and holding the Negro market by analyzing brand popularity between comparable groups of White and Negro shoppers.

In Washington, D. C., fifth in size of Negro markets (35% Negro), where national brands are available equally to Negroes and Whites, a study of shopping habits reveals (1) the most popular brands, and (2) compares the popularity of these leading brands in each group.

The analysis is based on 525 Negro families—compared with 525 White families, all living in homes of similar rent or value.



GROCERY SHOPPING HABITS... NEGROES VS. WHITES 12-15-53

LEADING PRODUCT AMONG NEGRO AND WHITE SHOPPERS	NO. NEGRO FAMILIES WHO REGULARLY BUY IT	NO. WHITE FAMILIES WHO REGULARLY BUY IT
CEREALS (cold) KELLOGGS	286	144
CEREALS (hot) QUAKER OATS	179	111
COFFEE (regular) MAXWELL HOUSE	85	55
COFFEE (instant) NESCAFE	31	27
BREAD WONDER BREAD	233	146
BEER PABST BLUE RIBBON	35	6
FLOUR (regular) GOLD MEDAL	278	247
(cake mixes) PILLSBURY	48	108
(pancake, waffle mixes) AUNT JEMIMA	147	118
(piecrust mixes) FLAKO	73	65
ORANGE JUICE SNOW CROP	107	130
SOAP, CLEANSER, DETERGENT (kitchen cleanser) AJAX	322	295
(fine clothing) LUX	100	61
(heavy clothing) TIDE	220	180
TOOTH PASTE COLGATE	316	242
TOOTH POWDER DR. LYON'S	41	17
HEADACHE REMEDIES BAYER ASPIRIN	238	162
COLD REMEDIES VICK'S VAPO RUB AND TABLETS	46	34

PICTOGRAPH BY
Sales Management
12-15-53

Source: Fact Finders Associates, Inc., for Afro-American, June, 1953

There's profit in these primary millions!

*3¾-million families, screened for the **BUY** on their minds*

As an advertiser, you want to interest people who buy.
So your best magazine investment is one consulted by
millions of *buy-minded* people.

This certainly suggests Better Homes and Gardens.

Here are 3¾-million high-income families *preselected* by
editorial planning for their desire to get
more out of life, and for their ability to
buy what it takes.

They look to BH&G to show them how to
raise living standards—what to do, how to
do it, and what to buy to do it with.

In fact, of all three largest man-woman
magazines, BH&G is the only one which
grew great by appealing strictly to this urge
for self-and-home improvement.

This is the vital advantage your advertising
gets in BH&G. This is why its millions of
readers should be yours. They are your
primary millions, screened for the **BUY**
on their minds.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



Better Homes and Gardens

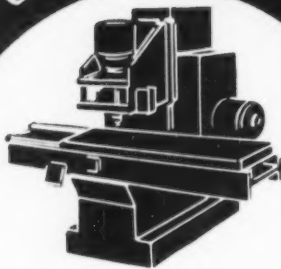


CAUSE FOR CONCERN:

OUT-MODED MACHINE TOOLS

We like to think of our industry in the spirited terms of "efficiency" and "high productivity." But a substantial portion of America's metal goods is produced by machine tools that should have been ceremoniously put to rest years ago.

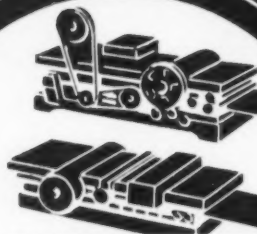
Gentlemen of machine tool manufacture, look to your replacement market...



OF THE 2 MILLION TOOLS IN OUR METAL WORKING INDUSTRIES, MORE THAN HALF ARE 10 YEARS OLD—OR OLDER.



AND ONE OF EVERY FIVE MACHINE TOOLS IN USE TODAY IS OVER 20 YEARS OLD.



THIS RISE IN MACHINE TOOL OBSCURITY IS EVEN MORE DISCOURAGING WHEN YOU CONSIDER THAT POSTWAR DEVELOPMENTS HAVE MADE TODAY'S MACHINES AT LEAST 50% MORE PRODUCTIVE THAN THOSE OF A DECADE AGO.

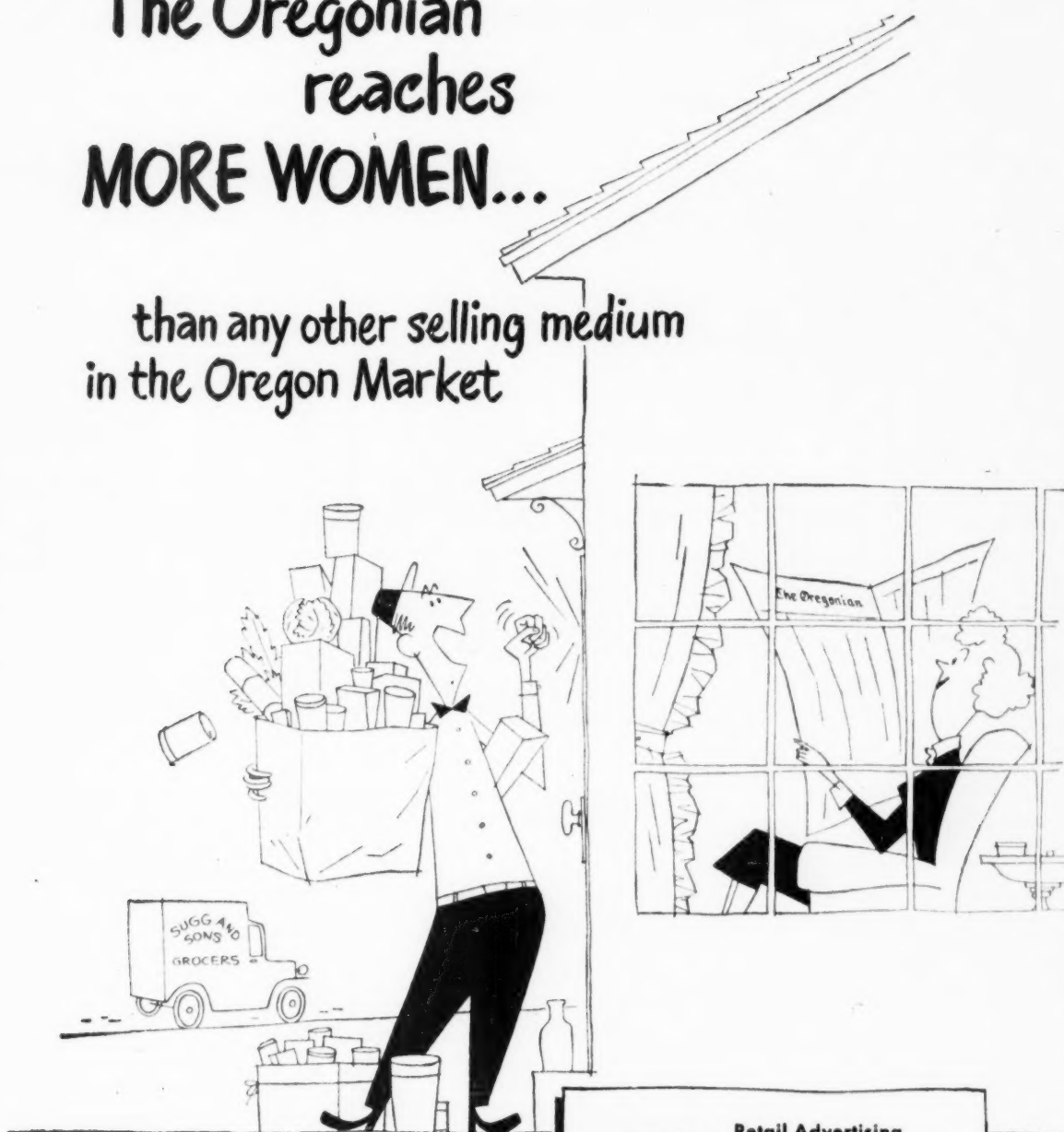
Source: 1953 Inventory of Metalworking Equipment,
American Machinist

PICTOGRAPH BY
Sales Management

12-15-53

The Oregonian reaches MORE WOMEN...

than any other selling medium
in the Oregon Market



the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

FIRST

Retail Advertising
General Advertising
Classified Advertising

FIRST

Portland City Zone
City & Retail
Trading Zones
Total Oregon Market

229,004 Daily 289,542 Sunday

**BOTH DAILY
AND SUNDAY**

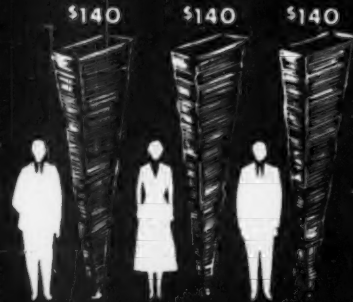
WHO GETS THE MOTORIST'S DOLLAR?



66 MILLION PERSONS
take to the wheel each year...



IN 22 MILLION CARS.

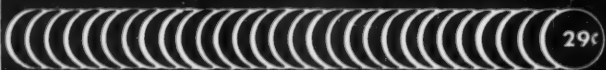


CARS AVERAGE THREE
PASSENGERS, each of whom
spends \$140.

HERE'S WHAT THE MOTOR VACATIONIST'S DOLLAR LOOKS LIKE:

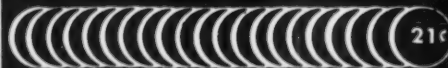


MEALS



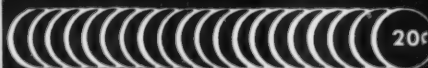
29¢

TRANSPORTATION



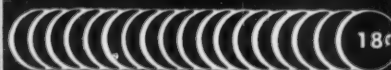
21¢

LODGINGS



20¢

RETAIL
PURCHASES



18¢

THEATRES AND
AMUSEMENTS



7¢

ADMISSION TO
TRAVEL
ATTRACTIONS



5¢



Show-Stopper Stocked 63% of Dealers

Swingline's new stapler
wins wide distribution
without personal calls

One of the features of the new Swingline "77" stapler is a built-in pouch for holding extra staples. A kangaroo has a pouch for holding extra kangaroos, so Swingline decided to highlight their sales promotion campaign with a kangaroo theme.

Results: Swingline stocked 63% of their dealers with the new stapler without making a single personal sales call.

They began by offering dealers a free gift which they could get at a coming trade convention or by return mail.

At the National Stationers Convention, held in September at the Conrad Hilton Hotel, Chicago, Swingline stopped traffic with a giant and a midget costumed as kangaroos hopping around the floor. Dealers who flocked to the Swingline booth were given a plush toy kangaroo in whose pouch nestled a new stapler bearing the dealer's name. The effect was to dramatize to the dealers the sales potential of the stapler as a personalized gift item. Almost 6,500 stapler carrying kangaroos were distributed.

When orders for the stapler started coming in, Swingline found itself in the toy business. Why? Dealers wanted to sell the stapler *and* toy as a combination gift with an appeal to adult and child. Swingline began shipping in a carton that features a kangaroo display device for window and counter use.

The set retails for \$3.95.

DECEMBER 15, 1953

Advertising experts agree . . .

IT TAKES LOCAL ACTION TO MOVE YOUR PRODUCT!

As we
provide

99.0% coverage

Through

TWO mediums
at **ONE** cost

We can offer you . . .

LOCAL ACTION

In the **TROY CITY ZONE**

that is unmatched in

UPSTATE NEW YORK

**GEAR YOUR 1954 NATIONAL SALES DRIVE
TO THESE POWERFUL LOCAL SALES MEDIUMS!**

Rate: 18c per line

City Zone Consumers: 123,300

Circulation: 47,788

(Nov. daily average)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
 - THE TIMES RECORD •
- TROY, N. Y.



TALKING TURKEY: A California turkey barbecue was the feature of a kickoff luncheon for 60 food editors and home economists. In the photo: Everett Turner, secretary, California Turkey Promotion Advisory Board; Mrs. Cleo Felsing (right), economist, Pacific Gas & Electric Co.; Miss Martha Lee, food editor, the Oakland Tribune.

More Turkey on Menus: Co-op Promotion Does It

Industry groups, product manufacturers, and a utility team up to induce more housewives to serve the American bird accompanied by compatible fruits and stuffings, baked or barbecued, hot or cold, or in many salad combinations.

We have heard a great deal about related-item promotions during the past several years—merchandising drives in which two or more organizations pool selling or advertising efforts, or both, for a single drive or a longer-term promotion.

This fall an intensive companionate promotion was put on in California which may set an interesting example for inter-business cooperation.

Ten agricultural food industries, three food manufacturers, a foil manufacturer, and the local utility got together to move surplus turkeys when people don't ordinarily think of them and, at the same time, to sell the fixings for a tempting warm-weather turkey menu.

The participants in the program: the California Turkey Promotion

Advisory Board, Fresno; California Wine Advisory Board; the Dried Fruit Institute; the Raisin Advisory Board; the Early Apple Advisory Board; the California Foods Research Institute; the California Fig Institute; the National Cranberry Association; the Poultry and Egg National Board; the Pacific Dairy and Poultry Association; the National Turkey Federation; the Olive Advisory Board.

Also tying in were Bernstein's Barbecue Glaze; Ocean Spray Cranberry Sauce; Cubbison's Prepared Poultry Dressing. Then there was Reynold's Metal which puts out aluminum foil, used by modern housewives in baking, broiling or barbecuing meats; and the Pacific Gas & Electric Co. which provides gas and electricity for the cooking operations.

Towards midsummer, the promotion men and women of these organizations began to plan the biggest effort to move turkeys across retailer counters to waiting ovens and barbecue spits. Impetus for the drive was the 11 million pounds of turkey in storage in California at the beginning of July. About 400,000 pounds more were scheduled to reach the market in the following month.

Encouragement came to the turkey men from the recollection of the very successful "Midsummer Turkey Time" program they had put on for the first time a year ago ("Turkey Men Find Potential in Off-Season Promotions," *SALES MANAGEMENT*, April 1, 1953) when huge stocks of the birds were sold out of season to housewives who hadn't thought of turkey for that time of year until the promotion and advertising prompted them to do so.

Related Items

This year the program was more ambitious. Although turkey was the star, emphasis was placed on "California Foods." No one is likely to serve turkey by itself. Prunes, raisins, apples, figs and many other things may be used in the stuffing.

These and other products may be used in cool summer and fall salads. Seasonings are essential. If it's a barbecue the man of the house will call for his favorite barbecue sauce or glaze. Cranberry sauce can't be left out, even at a barbecue. And wine must grace the feast.

Preliminary work was done in preparing recipes and menus which brought the various foods together in tasty combinations. California Foods Research Institute contributed its best to menu suggestions, and entire meal plans were worked out.

Each of the organizations utilized the recipes and menus in its own way in its individual advertising. There was no co-operative advertising, except in the sense that each kept the total aim in view.

Photographs were taken of the foods in combination and these were released to food editors, nutritionists, radio and television home economists, and anyone likely to give the program publicity. Recipes accompanied photographs, together with menu suggestions which incorporated the various California foods.

Letters were sent to poultry wholesalers throughout the state advising them of the drive and suggesting that they take advantage of it by tying in and getting their customers, the retailers, to do likewise. Meat dealers



**In Chicago, it takes 2—
to get you home**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO
SUN-TIMES**

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READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

DECEMBER 15, 1953

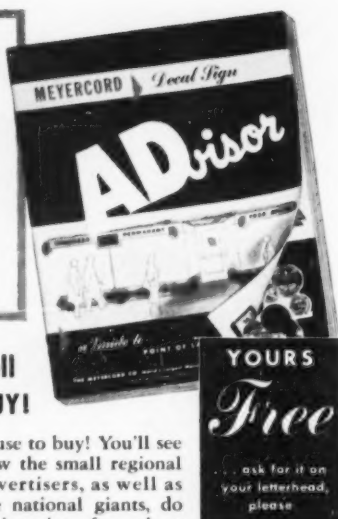
IF you want to see the BEST IN POINT OF SALE DECAL SIGNS

ask for Meyercord's
NEW ADvisor Manual

**Packed with ideas to help you sell
your product where customers BUY!**

How to make your permanent point of sale decal signs more productive, more sales influencing . . . that's the message packed into this remarkable new Meyercord ADvisor Manual. It's yours for the asking; FREE when requested on company letterhead. Between the covers you'll find dozens of the finest examples of colorful, eye-compelling, sale creating point of sale decal signs . . . specially created for store windows and window valances, fountains, back bars, cashier's counters . . . everywhere people

pause to buy! You'll see how the small regional advertisers, as well as the national giants, do their point of purchase job better with permanent Meyercord decal signs. You'll get valuable hints on design and distribution. If you buy point of purchase material . . . if you seek to do even a better point of sale job . . . we want you to have this remarkable new presentation with our best wishes. Write for it today . . . but be sure to request it on your company letterhead, please.



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**LOOKING
FOR A GOOD
LOW-COST PROMOTION?**

**ATTRACT
CUSTOMERS**

**BUILD
GOODWILL**

**INCREASE
SALES**

CREATE THAT FESTIVAL FAIR!

GIVE AWAY IMPRINTED EAGLE BALLOONS

EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

were urged to plan local promotions and to place orders early and for sufficient quantities of birds to "capitalize on the huge advertising and publicity campaign that promises to increase consumer demand."

To start it off realistically and give food editors a taste of what they could promote to their audiences the various Boards sponsored a "California Foods" kickoff luncheon at the St. Francis Hotel, San Francisco. It took the form of a Western-style turkey barbecue which incorporated foods and wines featured in the menu. During the educational portion of the event poultry processors and distributors gave facts on food values of turkey meat, and a folder at each plate included more material which the home economists might use. Samples of the posters and promotional material were provided.

Meanwhile, retailers received four-color banners for windows and store displays from their wholesalers and from the field men of the participating groups and manufacturers. Publicity from the Turkey Advisory Board also informed them that point-of-purchase material was available on request.

Dealers were encouraged by the poultry dressing, barbecue glaze and cranberry sauce salesmen, as well as by others who contacted customers in the retail field, to set up displays featuring the related items—with turkeys, or against a background of turkey posters.

Who Tied In?

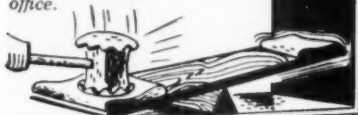
Bernstein's Barbecue Glaze featured turkeys on radio and television programs; Cubbison's played up turkeys in advertising of summer menus; the Ocean Spray Cranberry people in all promotion plugged the bird as a year-around treat. Reynolds Metal in its advertising featured and offered a 36-page booklet which showed a turkey on the cover and contained turkey recipes.

The turkey industry took display space at the height of the promotion in August in San Francisco Bay area and Los Angeles dailies to suggest cold turkey plates for summer meals, sandwiches and picnics, and the smaller turkeys for indoor or outdoor barbecue parties.

At retail, chainstores, super markets and other food outlets played up turkeys in food copy and took advantage of the correlated California Foods promotion to emphasize related menu components. Wine retailers did the same. The utility gave guidance and advertising.

3 means a solid impact

A solid sales impact on the 7 billion dollar consumer market in the Army, Navy and Air Force is assured when your ads appear in the Big 3 Network of weekly service newspapers. Greatest service coverage at lowest cost per thousand. Sample copies, rates and market data book are yours for the asking at nearest office.



ARMY
TIMES

NAVY
TIMES

AIR
FORCE
TIMES

ARMY TIMES AIR FORCE TIMES NAVY TIMES

(All Members: Audit Bureau of Circulations)

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3132 M St., N.W. WASHINGTON 7, D. C.
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On the job!

Our volunteer speakers are saving thousands of lives today... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

American Cancer Society



The industries concerned, and the turkey people in particular, believe that they achieved the most intensive saturation possible of advertising and publicity media.

Everyone reported benefits. Records of the industry in California disclose that the above described and earlier efforts have gone far toward making the once-seasonal turkey a year-around menu staple. Distributors, processors, and growers, are pleased, not over any short-term spurts but with the fact that the high levels reached during the season drives hold up—which is the real objective. The industry reports August, September and October consumption as "unusually high." It believes that its aim of "getting more people to eat more turkey—every day" is being realized.

Blessed Events

"The babies who come into the world today won't want smaller slices of the world's goods and opportunities. Or even the same slice. They'll want more. Wait and see. Nothing less is worth planning for by the people who must organize for the future. It's no job for pessimists." **Chester H. Lang**, v-p, General Electric Co., to Detroit Rotarians.

The turkey industry this year had a high mark to shoot at: Sales in August, 1952 (the month of the intensive consumer campaign) ran about six million pounds over normal August volume. And the effect of the promotion "spilled over" into September. When this year's sales are reported as satisfactory, therefore, the measure is made against last year's excellent performance.

Perhaps more eloquent testimony to this fact is the reaction of competitors, the red meat men. In the Far West representatives of the beef and lamb industries have begun to talk about promoting a California marketing order similar to the one which permits the turkey industry (and a dozen other agricultural crops in the state) to engage in industry promotion and advertising through assessment of members.

As turkey distributors comment privately: "The best indication of a good job done in the sales field is often the reaction of competitors."

The End

4 really rings the bell

Reach American consumers at Air Force Bases abroad by adding Air Force Daily (European edition) to your schedule. Extensively home delivered in England, flown to Europe and North Africa, Monday through Friday. Its circulation parallels the sweep of AFEX (Air Force Exchange); acts as your trade journal and consumer newspaper. Call nearest office for low combination rates.



AIR
FORCE
DAILY

ARMY
TIMES

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AIR
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AIR FORCE DAILY on ARMY TIMES PUBLISHING CO. publication

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The Original and Genuine

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Patented, Triangular
Shape Fits the
Natural Curve
of the Hand.



PEN CORP.
ENGLEWOOD, N. J.,





OPINION LEADERS: William Pahlmann (top left), interior designer, "The difference between feeling wonderful and just so-so . . . may be dingy walls." R. V. Neutra (top right), architect, "The architect values color . . . as the readiest of all tools." Elizabeth Gordon (bottom, left), editor, *House Beautiful*, "Colors Americans are buying echo clearly the foliage . . . soil and rocks . . . flowers." Jack Zucker, Painting & Decorating Contractors of America, "A knowledge of color is the contractor's best asset."



Martin-Senour Underplays Commercial, Wins Wide Audience for Film

"Color Comes of Age," produced for professional decorators, now has become a big traffic-builder for the dealers.

"Color Comes of Age," a 45-minute film strip, has become a run-away promotion since Martin-Senour Co., Chicago paint manufacturer, introduced it to a professional audience last spring.

William M. Stuart, Martin-Senour's president, did not know that he

was laying the groundwork for general public interest when he presented the film to one thousand painting and decorating contractors at their convention last spring in Chicago.

But when the Painting and Decorating Contractors of America showed their enthusiasm, Stuart

thought that he might have a film acceptable to the general public. Later, at his cocktail party after the premiere, magazine editors told him that there would be a big demand for "Color Comes of Age."

Several contractors arranged on the spot to borrow the film to show at other professional painting meetings. The big pay-off: The Painting and Decorating Contractors of America has just made "Color Comes of Age" the key to 1954 meetings.

In the meantime, distributors and



HOW MUCH DOES IT COST TO KEEP IT LIT ?

As anyone who's ever read a comic strip knows, this man is getting a bright idea.

Advertising is one of the few places where it doesn't cost any more to keep the light lit night and day than it does

to let it flicker on and off.

But the difference between an agency that works in a steady glow of sound, creative ideas and one that doesn't can be mighty important to any advertiser.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

**Santa Claus
PRE-PLANS
Every Move,
too!**

Season's Greetings

FROM MORE THAN 450 AGENTS AND THE STAFF OF

United VAN LINES, INC. Headquarters St. Louis 17, Mo.

MOVING WITH CARE
United
VAN LINES
EVERYWHERE

dealers began to ask for the film. So the company had more prints made. Hundreds of dealers credit the film with increasing store traffic and general interest in redecorating.

Before six months had elapsed, Martin-Senour was swamped with requests to show the films. Some unexpected requests came from:

The Dow Chemical Co., which kept a print four months to show to its engineering groups.

The Oklahoma State Teachers' convention, and the University of Nebraska Arts and Sciences Department.

It was to be expected that there would be many requests from architects and contractors.

"Color Comes of Age" is non-commercial. It's designed to help people appreciate the importance of today's "color living." The Martin-Senour name appears only at the beginning and at the end of the film.

Prospects are given free advice via the recorded views of 12 top color authorities. They trace the history of color, and describe uses of color, from the earliest civilization to today. Milton J. Cross, veteran American Broadcasting System announcer, is narrator.

Says Harold Lloyd, movie comedian: "You know that in Hollywood we've always taken advantage of the skills of a lot of experts—art directors, stage designers and fashion experts—people like that. But now, just within the last few years, we've added color experts to our staffs."

Next Walter Dorwin Teague, discusses the importance of color in industrial design.

"Nature Colors"

Elizabeth Gordon, editor of *House Beautiful* discusses "nature colors."

Edith Brazewell Evans, editor-in-chief of *Living for Young Homemakers*, talks about color's effect on the "young-married" market.

Albert Kornfeld, editor-in-chief of *House and Garden*, tells the audience "how to live with color."

Dorothy Liebes, "First Lady of the Loom," develops the importance of colors in textile design.

Color's impact upon packaging of consumer products is related by Walter P. Paepcke, chairman of the board, Container Corporation of America.

Carl Foss, color physicist who de-

veloped standards for today's color system, relates behind-the-scenes incidents in the laboratory approach to color-living.

William Pahlmann, designer of room settings says: "If pink makes a woman feel attractive and carefree, you might get the impression that pink walls would be good for any house. But pink is apt to make a man feel bored. When you choose colors for a home, you have to consider everybody who lives in it and come to the best possible solution for all concerned. Don't underestimate the importance of color in your life. To a degree, the difference between feeling wonderful and feeling just so-so, or even terrible, may result from living between dingy walls.

One hundred prints of "Color Comes of Age" are now in circulation, according to Harold T. Johnson, general manager of product promotion. The company charges distributors \$20 for the film strip.

In coming of age, color has come a long way from the days when apprentice painters spent years learning to mix colors sought by consumers. The Martin-Senour film is the latest sales aid produced by the company for today's market.

The End

Why Do Star Salesmen Rate High on 20 Points?

What does a successful salesman do extra well? What other traits, productive for yourself, would you add?

A star salesman measures up in the following ways:

1. He has ambition. He is determined to make more money than average.
2. He wants to sell. He is sold on his product.
3. He has an intelligent reason for wanting to work for you.
4. He is naturally persuasive with words and demonstrations.
5. He is aggressive but tactful. He pushes for orders but does not push people around.
6. He is enthusiastic.
7. He does not discourage easily. He is patient with his prospect.
8. He gets his order on merits without over-promising.
9. He has a high-type appearance; speaks clearly; has a good voice, and inspires professional confidence.

10. He gets along well with all types of people.

11. He is willing to work hard for what he gets. He is able to direct his time to the most practical advantage and requires no detailed supervision. He is willing to make evening calls and does not "knock off" when he has made one sale. He keeps plugging. His attitude is not "What's in it for me?"

12. He has the mental capacity to learn your selling procedure, service, demonstration.

13. His honesty and loyalty to employer and customers is unquestionable. He cooperates 100%.

14. He is between 25 and 50 years.

15. He has a high school education, but he has neither too much nor too little education for the territory.

16. He has a happy home situation

—preferably married.

17. He has a wife or family who believe in selling.

18. He has no bad habits and his reputation is good.

19. He is able to pass a physical examination.

20. He should not be in debt. He should have no side job.

What does a successful salesman do extra well?

1. He must know his product.

2. He promptly follows all leads.

3. He develops customer good will.

4. He regularly solicits leads from users and other good sources.

5. He works systematically every day and makes evening calls.

6. He makes monthly sales reports.

7. He cooperates 100% with the distributor and the factory.

Finding such men is not easy; in fact, recruiting is one of the toughest jobs but it is a challenge that we all have to meet. If you want to pick "lemons" that is easy.

All you need to do is shake the tree and they fall into your hands. But if you want "diamonds" you've got to dig!

By David H. Barnow
Executive Vice-President
Bellone Hearing Aid Co.

"This is the size we have in the Growing Greensboro Market!"



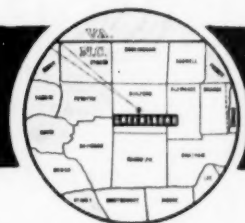
Sales Management Figures

THE BIGGEST TOM-TOM has the deepest voice . . . That's the way it is with selling penetration, too, when you seek to employ the most dominant medium to sell your goods or services . . . Here in the Growing Greensboro ABC Market in the South's No. 1 State—the GREENSBORO NEWS and RECORD speaks with authority to 1/6 of North Carolina's people who buy 1/5 of the state's retail goods . . . So if your line is food, general merchandise, furniture, household, radio, drug, or appliances—better put the message in the GREENSBORO NEWS and RECORD, where 100,000 daily circulation does a heavy-duty job with ease . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented Nationally by Jann & Kelley, Inc.



"Good Old-Fashioned Selling" ... What Is It?

(Continued from page 26)

from some and pessimism from others, and their own mental attitude becomes the net difference between the two.

Let's do a little thinking on our own accord. It is true that the American public has filled many of their needs that were denied during a period of unprecedented demand when we were all confronted with shortages and insufficient production with a resultant backlog of orders. However, our country is in a highly prosperous condition. The experienced salesman asks nothing better than that the prospect have the ability to buy, because the ability to buy does not fluctuate as much as the desire to buy.

All that is needed is the return to "good old-fashioned selling," using all the techniques of creative salesmanship. A salesman must create the desire of his prospect to buy his product. He can no longer get by with a discussion of generalities. They are ineffective in a period of creative selling.

During a period of "easy" selling, orders may be closed with a minimum of benefits. In fact, the thought that "supply may be limited," "price may go up," "deliveries may be slow," often influences a prospect to act favorably. But when selling becomes more difficult the prospect "will not buy" the above statements but expects to hear specific benefits that will help him. He makes a keen analysis of every reason to buy advanced by the salesman.

"Old-fashioned selling" gets favorable action by proving to the prospect that the benefits will outweigh the cost of buying.

Selling Means Overcoming Negatives

By Glenn R. Fouche, President
The Stayform Co.
Chicago, Ill.



He makes foundation garments for women. As a member of the 1950 Anglo-American team of sales executives, he was accused in London of being a meat packer. "Not me," was the come-back of this sales-minded president. "I make jewel cases for beautiful women." He is past president of the National Association of Retail Selling Companies.

The principles of salesmanship are the same today as they have always been. Therefore, when we speak of a return to good old-fashioned selling, we merely mean the return to the principles which applied when actual selling was necessary. While these principles may seem new to the younger man who has not been faced with this necessity, they are as old as the principle by which Eve sold Adam. Adam originally did not want to partake of the forbidden fruit. Eve created the desire and supplied the want which she had created. Had

Adam wanted the apple, Eve would not have had to resort to salesmanship. She would have been merely an order-taker.

The difference between good old-fashioned selling and selling as it is too often currently interpreted by the younger man is not so much a difference of method, as of mental attitude. Before these time-tested methods can work for the salesman of today, he must recreate in his own mind the conditions of necessity which impel the so-called old-fashioned selling.


Ask the modern young automobile salesman to beat the bushes, house to house, for prospects and he has little understanding of the necessity for such selling. Yet in the early thirties, such methods were standard operating procedure.

Sales are made by overcoming negatives in the mind of the prospect. If no negatives are involved, the man is simply an order-taker.

In 1937 our company decided to standardize on one make of typewriter, mainly because one man out of the many typewriter salesmen calling upon us regularly actually took the time to show us the savings which could be effected by such a program. We could not have been called a "hot prospect" and had previously bought three brands of typewriters. This particular salesman had called upon us every four to six weeks over a period of two years. He had sold us several typewriters, one at a time. But in 1937 his persistence, his interest and the soundness of his arguments paid off. Since then, until recently, we bought no other make.

In 1947 this man who had continued to call upon us regularly, even when typewriters could not be had, retired. Since that time we have seen few typewriter salesmen. It has been months since the last one from that firm called on us and when he did, his opening remark was, "How are you fixed for typewriters?" It is obvious that he does not consider us a very "hot prospect" and perhaps we're not. It is certainly true that he is not employing the old-fashioned principles of salesmanship. He has spent little time in getting acquainted. He has spent no time in studying our problems and has advanced none of the arguments for our continuance of his company's machine. Apparently feeling secure in the fact that we had no other typewriters in our office except that one brand, he took it for granted that we would call him when we were in need of a new one.

A short time ago, a competitive salesman noticed that we were running our C.O.D. labels on an old flatbed bookkeeping machine. He was



**NUTSHELL BREVITY
FOR BUSY EXECS.**

Summit County (Akron, Ohio's metropolitan area) is 50th. in population - but here's the pay-off: It ranks 35th in per-family effective buying income! This extra-rich market is yours with full one-newspaper coverage,

The AKRON BEACON JOURNAL

able to show us that his electric typewriter could do the job better, faster and more easily. We are now using two of his machines. And since we believe in standardization, it is probable that future typewriter replacements will go to the man who took the trouble to find a problem in our office and suggest a solution.

The training of a salesman today is not alone the training on product but a thorough conditioning of his mind. He must be taught to look for, find and solve the problems of his prospect; to create demand where none existed before; and to treat every prospect as a hot one. This type of selling can be just as effective under today's conditions as it has always been, but it can only be effective by the salesman who has been mentally conditioned to use it.

Less Time, Better Utilization

By Al N. Seares
Vice-President
Remington Rand Inc.
New York, N. Y.



This Californian joined Kardex as a salesman in the early 1920's, and followed to Remington Rand when the companies merged, where he has risen from product line sales manager in Los Angeles to the sales vice-presidency in 1944. He was chairman of National Sales Executives, Inc. in 1951-1952.

Looking back on 30 years of selling experience, I do not see wherein there has been any basic change in the philosophy of salesmanship, but only varying degrees in the application of personal participation in meeting the ever-changing marketing equations.

Certainly, there will never be any substitute for adequate knowledge of the product or service being sold and particularly, the "User Benefits" as they can be effectively presented to the potential buyer. In this respect, a sales transaction of today does not appear to be different from that of



Travel Incentives point the way to increased sales

For effective, worry-free promotions, let C-M plan glamorous holiday prizes.

Again and again, America's leading sales executives have proved that travel can trigger sales effort. The lure of living like a millionaire stimulates salesmen and increases sales as no other incentive can.

Now, for the first time, Cappel, MacDonald makes this powerful sales stimulant available as part of a complete, flexible incentive package—taking all details of planning, promotion and arrangements off your desk.

GLAMOROUS TRIPS—We can charter a ship or plane, plan a foreign tour, or make arrangements with a nearby resort—for groups, families or individuals. Luxury merchandise is available for runner-up or optional prizes.

FREE PROMOTION SKILL—Colorful mailings, prepared by the C-M creative department, maintain the interest of your salesmen and their families.

PROFESSIONAL SERVICE—Travel experts and C-M incentive specialists—backed by 31 years' experience as the leading company in this field—will plan your entire campaign and handle all details.

MAXIMUM ECONOMY—You pay only for travel at established resort-carrier rates. Planning, creative work and service are free.

FREE INFORMATIVE LITERATURE is available to any executive. Write Cappel, MacDonald and Company, Travel Incentive Division, 737 North Michigan Avenue, Chicago 11, Ill.

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DAYTON, OHIO . . . OFFICES IN PRINCIPAL CITIES

Travel Incentive Division, 737 North Michigan Ave., Chicago 11, Ill.

TIME IS MONEY

... especially
to a
salesman



...waiting time
...traveling time
...selling time
...they all cost you money.

Wouldn't you rather have your salesmen spend their time waiting for the best prospects?

The D&B State Sales Guide gives a salesman advance facts about prospects and customers, enabling him to invest his waiting — and selling — time where the profit-potential is greatest.

There's a difference between spending time and investing it.

Dun & Bradstreet, Inc.

139 offices in principal cities of the United States
Headquarters: 99 Church Street, New York 8, New York

"Industry is well equipped to produce quality goods in fabulous quantities.

The problem is to sell! And to maintain or create use or consumption!"

**J. Warren Kinsman, Vice Pres.
E.I. duPont de Nemours & Co.**

previous years in that dollars still only change hands when the potential buyer recognizes a need where a purchase appears to be a good investment.

Technological developments have, of course, along with the rapidly growing economy brought into being a need for intensified study by the salesman as to the effect of these changes in each of his accounts in order to provide the kind of "plus service" that brings customer appreciation in increased sales.

Beyond this then, there is still the need to recognize that there are only three possible ways to increase sales, viz: (1) to increase sales from present accounts, (2) to revive dormant accounts, and (3) to activate new accounts. This then presents the all-important problem of "time utilization" which, unfortunately, too many salesmen dissipate. With the reduction of working hours in recent years, there has been a lessened work week for the salesmen as well as for the customers. This has reduced the possibility of as many calls in measured frequency against pre-determined sales potentials and therefore, better planned calls and more effective sales presentations must be forthcoming or the returns will be most unsatisfactory.

In conclusion then, as I see it, the old bromide "Time is of the essence," is more applicable to the salesmen of today than ever before as it relates to a more aggressive self-development program in order to assure more productive sales calls in the limits of a realistic working day.

Coming January 1

A continuation of the discussion, "Good Old-Fashioned Selling" by other national sales leaders including F. J. Solon, Owens-Illinois Glass Co.; Herbert Metz, Graybar Electric Co.; Clarence Francis, General Foods Corp.; Don G. Mitchell, Sylvania Electric Products Corp.; G. J. Ticoulat, Crown Zellerbach Corp.; Robert S. Wilson, Goodyear Tire & Rubber Co.; Charles Ward, President, Brown & Bigelow; Graham Patterson, Publisher, Farm Journal, Inc.; William C. Dorr, W. C. Dorr Associates.

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Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

Advertising Media in Portland, Ore.:

Westinghouse Radio Station KEX analysis, which outlines newspaper and radio circulations in three segments of the Portland market and the effectiveness of each medium in reaching the potential. The three segments are: the Metropolitan Area as defined by SALES MANAGEMENT—Multnomah, Washington, Clackamas counties in Oregon and Clark County in Washington; the Immediate Retail Area—13 counties surrounding the Metropolitan Area—Clatsop, Columbia, Tillamook, Lincoln, Polk, Yamhill, Benton, Linn, Marion and Hood River counties in Oregon and Wahkiakum, Cowlitz and Skamania counties in Washington; the Pacific Northwest, the area served by Portland distribution beyond (1) Metropolitan Area, (2) Immediate Retail Area. All three segments are examined separately: population, families, effective buying income, effective buying income per

capita, retail sales—food, general merchandise, furniture-appliance, auto accessories, drug, automobile registration, farm population, farm families, gross farm income, income per farm. The potential in each area is given, together with the coverage potential of Portland newspapers and radio in each area. Write to Charles L. Burrow, Promotion Manager, KEX Westinghouse Radio Stations, Inc., Portland, Ore.

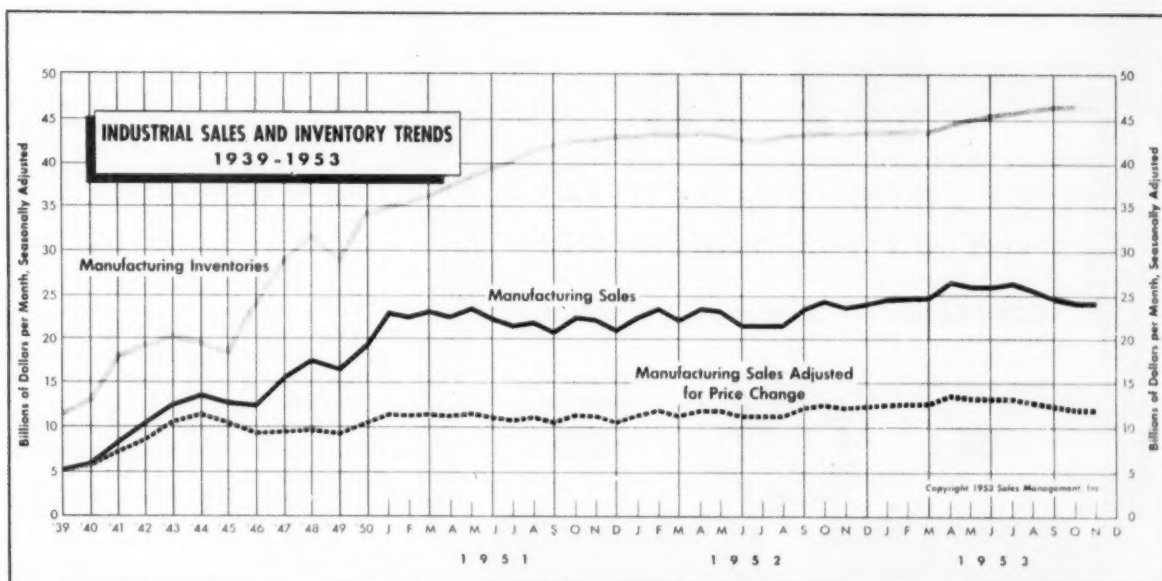
How to Use 3-D Pictures for Profit:

Booklet put out by Sawyer's Inc., which tells how various types of businesses can use three-dimension color pictures in developing business at a low cost. Listed are 112 ways—such as how agricultural chemical manufacturers use them to demonstrate progressive killing action of 2,4,5-T mixture on Canadian thistle and blackberry; breweries show how beer is made, taking their customers

on a "trip" through the brewery; cosmetic manufacturers show attractive models to demonstrate proper applications of make-up; air freight lines show loading and unloading of refrigerated vegetable cargo; corrective shoe manufacturers demonstrate how shoes effect and correct various foot conditions, making a convincing sales tool in the hands of shoe salesmen; building material manufacturers picture typical installations of sheathing, siding, wallboard in residences, schools and commercial buildings. Included is a list of a few users of 3-D selling pictures and reports of what the pictures did for them. Write to John Hunt, Advertising Manager, Sawyer's Inc., Box 490, Portland, Ore.

Market Data Book for Cincinnati:

Latest available marketing figures, comparisons and estimates issued by *The Cincinnati Enquirer*. It features the most recent Census Bureau releases on data affecting the Cincinnati market (14th sales market in the U.S.A.); data on the City of Cincinnati, the Metropolitan Area, the Retail Trading Zone; maps of the trading area; locations of neighborhood shopping centers; indices of market activities and progress for the past decade; data on dwelling units; rental areas; housing; employment; media coverage comparisons for television, radio and newspapers. Write to Stanley Ferger, Advertising Director, *The Cincinnati Enquirer*, Cincinnati, O.



Industrial shipments in November registered another slight loss reflecting primarily the sharp cutback in auto shipments.

Inventories are now also reflecting the charged industrial picture

as manufacturers begin to trim their stocks of both processed goods and raw materials. Shipments at the year's end will probably fall somewhat below the levels set when the year began.



Got a
moving
problem?

Foursome—



Safety, speed, economy, efficiency—you get 'em all when you call AMERICAN RED BALL moving specialists for home or office jobs! And—COST IS LOWER THAN MOST! Consult yellow pages of 'phone directory for NEAREST AMERICAN RED BALL agent! Free PERSONALIZED ESTIMATE!

Rely on AMERICAN RED BALL

TRANSIT COMPANY INC.

PIONEER NATION-WIDE MOVERS

What Size Freezer? Amana Dials Answer

Freezer Requirement Evaluator cuts selling time, adds conviction

Now the job of recommending what size freezer a consumer should buy has been reduced to a science.

Amana Refrigeration, Inc., Amana, Iowa, has developed a new sales tool that makes it possible for the dealer salesman to recommend the size freezer suited to each family's needs. Amana's recommendations are based on a national survey of how owners use their freezers.

The new device: The Amana Freezer Requirement Evaluator.

Here's how the Evaluator works, as explained by W. J. Dickinson, Amana's sales training director:

"After a prospect for the freezer has been 'sold' on buying, she must make a decision as to the size and style best suited for her family.

"In most cases, the customer is buying a freezer for the first time and has no previous experience by which to judge her family's requirements. So, with the aid of the Evaluator, the salesman can quickly survey the prospect family's eating habits and requirements . . . then relate this pattern to that of an experienced freezer owner."

Based on Family Size

The salesman asks the prospect 17 questions printed in the Evaluator. The prospect's answers (yes and no) are given numerical values determined by the number of people in the family. When the total of these values is set on the Evaluator it will indicate the size freezer required by the prospect family.

"All surveys indicate that people buy freezers that are too small. Very few buy freezers that are too large.

"So for the first time, the Evaluator makes it possible to prescribe accurately the size freezer a family needs, and thereby make the prospect a satisfied owner," he continued.

"At the same time, the dealer obtains the full sales volume and profit per prospect.

"Because the Amana Evaluator comes up with a precise answer in which the family can have confidence, it will simplify making the close, promote sales and insure customer satisfaction. It also helps overcome the customer hesitation that often develops just before the sale is completed."

SALES MANAGEMENT

57%

OF 242,200 QUAD-CITIANS
LIVE ON THE ILLINOIS SIDE

ROCK ISLAND • MOLINE • EAST MOLINE

THEY READ THIS
NEWSPAPER



The ROCK ISLAND
Argus



THEY READ THIS
NEWSPAPER



The MOLINE
Dispatch

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W

HAT A BUY you get in Akron, Ohio! One of the few large U.S. markets covered (99%) by a single newspaper - the powerful AKRON BEACON JOURNAL, evening and Sunday.

'YONNE SAYS:—

LOOK



**YOUR DIME
IS MUCH
BIGGER
IN BAYONNE**

Yes... for a thin DIME
a line you can have your
message DELIVERED into the HOMES of
84% of all the families in BAYONNE...
High income too... \$6,283 per family in
1952... \$1,197 higher than the national
average.

"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES

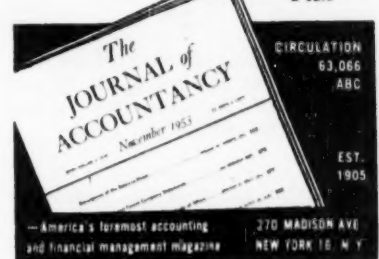
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One million businessmen
seek the advice of our readers

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serving American business.
... Are you selling the
accountants?

Send for "the
3rd party to
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Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, reports and releases for advertising, editorial and research purposes.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

The Scratch Pad

BY T. HARRY THOMPSON

Railway Express version: Eight more shipping-days till Christmas.

Philadelphia's Nan Duskin shop advertises a "New ingredient for cocktails . . . fur." So *that's* what that fuzzy feeling is on your tongue the next morning!

HYPOCHONDRIAC: A guy who buys his Hadacol in magnums.

From a single want-ad in the *Syracuse Post-Standard* in 1909, Fuller Brush has door-belled its sales to \$50 million a year, according to Alfred C. Fuller, the original Fuller Brush Man. Sales the first year were a non-spectacular \$8,500.

Commenting on the gal who complains: "He didn't kiss me on our first date," *Standard Time* quips: "Romeo wasn't built in a day."

Further along in the same little house-organ, I find this excellent advice: "Mud tossed is ground lost."

Palmer Institute of Authorship says you don't have to be a genius to be a successful writer. It takes some kind of genius to *sell* it after you've *written* it, though.

When I sent a modest donation to the Wooden Church Crusade sponsored by Fulton Lewis, Jr., I got a receipt addressed to "T.- Happy Thompson." I'll buy that!

On his Juvenile Jury program, Jack Barry asked a five-year-old what he wanted to be when he grew up. With a smile that was the essence of innocence, the kid answered: "An Indian!"

Now that it's legal to show exact reproductions of U. S. coins in an

advertisement, clients are having a field-day. Showing paper money, however, is still taboo. Might give counterfeiters practice is the argument. Which is as silly as the ban on showing metal money was.

Eversharp's red, green, and black inks are "permanent forever." They must mean permanent, forever, always, eternally, without end.

In a little newspaper ad, Berlitz goes lyrical. Cute, too: "Swedish, Spanish, French, or Dutch, a language-course can mean so much! Travel? Culture? Want more pay? Learn a tongue the Berlitz way!"

On the eve of a "Sell Philadelphia" drive, I was startled to find this ad in *The Inquirer*: "Mr. Manufacturer: Are you sick of Philadelphia taxes? Wage tax! Mercantile tax! Sales tax! What next? If you've had your fill, come down and look at Millville, N. J. Low-cost land. No wage tax. No mercantile tax. No sales tax. No state income-tax. Abundant water, available labor, overnight to world's richest markets. Send for Brochure #40. Millville, N. J., Board of Trade, 135 High Street, Phone 728. Heart of Delaware Valley, U.S.A."

Orthoepy Dep't: Many well-educated people pronounce it "DECK-a-dence," which approximates the French. But Webster says it's "de-KAY-dence" in English.

Desire for perfection is the worst disease that ever afflicted the human mind, it says here. I disagree heartily. It's so easy to go in the other direction and, sometimes, all the way.

Cliff Knoble, advertising and sales-promotion manager for the Eureka Williams Corp., Bloomington, Ill.,

is a man of many mottoes. Few of his fellow workers know that he's had more mottoes published on friendship, love, and homespun subjects than any other living man. In the last 10 years, more than two million poetic mottoes ("From the Writings of Cliff Knoble"), illustrated, printed in full color, and suitably framed, have been sold by greeting-card houses and picture-publishers.

MILKY WAY: A show with an all-star cast.

Get your name and address into a Jimmy Hatlo panel (as I did) and you'll be bombarded by the publishers of religious tracts, and by lonely hearts who want you to join their pen-pal club. A name is a name is a name.

Connie Mack: the grand old man of baseball, lives in my apartment-house. Catching up some Vitamin C tablets in our drug-store this morning, the clerk asked me what brand I wanted. With the fabulous Cornelius McGillicuddy at my elbow, I said: "Give me the same brand of vitamins Mr. Mack uses." The boy is a sprightly 91. Could pass for 51 anywhere.

Kudos to U. S. Senator John F. Kennedy (D., Mass.) for his intelligent article in *The American Magazine*, titled: "What's Wrong with Social Security."

Why don't they, the Mrs. asks, come up with a disposable paper mop for use in apartments, where shaking a rag mop out the window is almost a penal offense?

Incidentally, Bell Laboratories must have considered the idea of a tiny flashlight-bulb in the base of the hand set, to illuminate the dial in dim corners. Probably cost too much to replace bulbs as they burned out, even though the light would be on only when the telephone was in use.

Any day now, I expect to see color television in some dealer's window . . . a picture so fascinating that all of us would want to de-commission our black-and-white sets immediately.

A truly Merry Christmas to you-all!

SALES MANAGEMENT



**This is
interest**



**This is
ENTHUSIASM!**

The **AMERICAN WEEKLY**
creates
ENTHUSIASM*

This is our wish for the Season . . . may your Holidays be rich
with the good spirits of Enthusiasm, and may your stockings bulge
with customer orders for the coming year!

***ENTHUSIASM** is interest raised to the buying pitch!

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y.

THE BEST MEDIUM TO GET BUYING ACTION!



Your advertising gets buying action which no other medium can match when you place it in the newspaper. More than any other medium, the newspaper gives people buying ideas. And in Chicago the Tribune has the coverage and penetration that produce the greatest volume of sales.

The buying action of readers attracted to the Tribune during the twelve months ended June 30, 1953, over \$57,000,000.00 in advertising—far more than was ever placed in a similar period in any newspaper in the world. Manufacturers, retailers and want advertisers place more of their

budgets in the Tribune than they place in all other Chicago newspapers combined.

The people whose buying resulted in over \$57,000,000.00 in advertising are the people you want to sell. They are the ones who have greatest influence with retailers. They are the ones who can give your brand the market position you want it to occupy.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not ask him to call?

CHICAGO TRIBUNE

ADVERTISING SALES REPRESENTATIVES

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A. W. Dreier

1333 Tribune Tower

New York City

E. P. Struhsacker

220 E. 42nd St.

Detroit

W. E. Bates

Penobscot Bldg.

San Francisco

Fitzpatrick & Chamberlin

155 Montgomery St.

Los Angeles

Fitzpatrick & Chamberlin

1127 Wilshire Blvd.